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LEARNING TO LEAD

FALL 2015

TAKE-AWAYS

Highlights from Young Executives Night Out, an evening of inspiration and insight for young professionals advancing in their career

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YENO



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Charlene Prounis, a MAHF board member, had the idea of creating a learning event for young executives working in healthcare agencies several years ago. The idea is to provide advanced skills and leadership training to professionals in the first five years of their careers. “It is designed to build skills for success,” said Prounis, who serves as event co-chair.

So about 165 of those professionals met on a Thursday evening in late October for drinks, networking, a panel discussion featuring three of the MAHF’s Hall of Fame inductees and the choice of two out of six learning sessions led by agency leaders. The event, called The Leaders of Tomorrow: Young Executives Night Out, was held in New York City. The sessions ranged from client problem solving to best practices for running an effective meeting.

This eBook examines one learning session, “Award-Winning Creativity,” led by Robin Shapiro, president and chief creative officer at CAHG, and Scott Watson, EVP and chief creative officer at Ogilvy CommonHealth. It also features the stories of two young agency executives, gives the advice of three recent Hall of Famers—Jane Townsend, Alan Gross and Francis Gace—and analyzes the differences between millennials and today’s agency leaders.



“YENO is designed to build skills for success.”

—Charlene Prounis, Flashpoint Medica

A ROAD MAP TO YENO: AN EVENING FOR THE LEADERS OF TOMORROW

THE MEDICAL ADVERTISING HALL OF FAME aims to provide young executives with the knowledge and insight they need to become our industry’s future leaders. This past October MAHF hosted the Fifth Annual Young Executives Night Out (YENO), where young talent came together to learn from the best in the industry.

Robert Palmer, the MAHF board director and EVP and managing director of JUICE Pharma, kicked off the educational night by reminding attendees that YENO is a forum for building and inspiring the future of medical advertising.

Then Robin Shapiro, a board member and event co-chair and president and chief creative officer of CAHG, introduced the evening’s program, which included a wide array of seminars curated for the young executives. The discussions included topics such as client problem solving, selling work, content marketing, award-winning creativity, best practices for running an effective meeting and a day in the life of an agency leader.

The seminars provide abundant wisdom for young executives, but there’s more. Every year YENO has a panel of MAHF Hall of Fame inductees share their stories, legacies and priceless advice. This year attendees had the privilege to hear from Jane Townsend and Alan Gross, founders of Gross Townsend Frank Hoffman, and Francis Gace, former co-chairman of Lewis Gace Bozell.

Charlene Prounis, board member and event co-chair and CEO and managing partner of Flashpoint Medica,



Opening remarks from JUICE Pharma’s Robert Palmer concerning YENO as a forum focused on the future

facilitated the conversation with the Hall of Famers, discussing their backgrounds, their leadership experience and pivotal moments that defined their careers.

“I love the Young Executive Night Out educational sessions as all the top agencies come together to teach the next generation and it’s so inspiring to see how thirsty the young execs are for learning,” Prounis said. “The curious mind will go far.”

MAHF always goes above and beyond to provide a road map for aspiring young executives. While we recognize the Hall of Famers who have paved the way, it’s good to know that with their help, the future of medical advertising is in good hands.

This eBook will examine the ways that different generations of medical advertising professionals view creativity, their career paths and agency life.

—Medical Advertising Hall of Fame

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Jane Townsend

co-founder of Gross Townsend Frank Hoffman and 2011 Hall of Fame inductee

Are you on the edge of your seat every day? Asking questions and learning more? Do you know as much or more about your products and customers as your clients do? Are you ahead of the curve on media options? If not, go home.

Jane Townsend is one of the industry's first woman partners in a large medical advertising agency. In 1978 she co-founded Gross Townsend Frank Hoffman with her husband, Alan Gross, and David Frank and Ronnie Hoffman.

She had started her career as a reporter before joining ER Squibb & Sons as a copywriter in the 1970s. They later sold the agency to Grey Advertising and she remained involved with Grey until her retirement, in 1993.

Her career wasn't without challenges, though, both with clients and her position as a woman working in the industry. In one instance she made the decision not to sue a company she was working for when she learned that two men with the same title she held were being paid more. In another, a client decided not to pull an OTC product when new research showed that it had serious repercussions when used by certain people. Instead it wanted to sell out the remaining stock rather than take Townsend's recommendation to immediately re-label the work. She resigned that work.

"You have to have a moral code," Townsend said.



Alan Gross

co-founder of Gross Townsend Frank Hoffman and 2011 Hall of Fame inductee

Don't be afraid of making mistakes. Remember, if you cover up your errors you are not to be trusted. If you fail to learn from your mistakes, you are not paying attention. But if you never make a mistake you clearly are not trying hard enough. Push the limits!

Gross and Townsend co-founded Gross Townsend Frank Hoffman and later sold the agency to Grey, in 1986. He'd started his 30-year career as a sales representative for ER Squibb & Sons and worked his way up to be named creative director for Squibb in 1972.

Several years later he was diagnosed with lymphoma. It was that diagnosis and learning to live with cancer for 38 years that taught Gross that "failure is impossible." That year Gross Townsend Frank Hoffman opened its doors, eventually taking on well-known direct-to-consumer campaigns for NicoDerm, Mevacor and National Cancer Survivors Day. "I never thought I was an entrepreneur until I got sick," he said.

Forming the agency also taught him what mattered to him in a place of work. And that's why people usually found agencies, he said—to create an environment that focuses on what he or she believes is the most ideal professional world. It's this concept that also demonstrates the need to focus on the type of work one does and not focus on the stepping stones that make a career.

"Don't get obsessive about your career," he told YENO attendees. "Get obsessive about the work."



Francis Gace

co-founder of Lewis & Gace and 2015 Hall of Fame inductee

Become a deeply committed student of our industry; suspend judgment while the creative process evolves; read broadly and trust your gut.

Gace, who was born in South Africa, worked on both the client and the agency sides of the business before co-founding Lewis & Gace, in 1987. The agency is best recognized for DTC work on brands like Nicorette and Seldane and placing the first Super Bowl pharma ad, in 1992, for the NicoDerm patch. Lewis & Gace was later acquired by Bozell, Jacobs, Kenyon & Eckhart.

If you were lucky enough to get an interview with Gace, he used one question to understand whether you were the right fit for the agency, and it had nothing to do with your work ethic, your creative prowess or your outstanding account skills.

"What do you read?" is what he would ask. If it wasn't fiction, that was a sign of weakness. Why? Because reading fiction teaches you understand emotional cues, including the ones your clients are giving you, Gace said at the YENO event.

Besides a love for fiction, much of Gace's career progress had more to do with bad luck and common sense, he says. Those two factors led to his first advertising job at J. Walter Thompson in London in the late 1950s.

"It's not a ladder of progression," he said.

"What do you read?"

—Francis Gace, MAHF inductee

YENO

Seminar Topics

Shaun Urban on client problem solving

Michael Sanzen on how to sell work

Joan Wildermuth and **Alec Pollak** on content marketing to HCPs

Robin Roberts on running an effective meeting

Robin Shapiro and **Scott Watson** on award-winning creative

Stephen Neale and **Steph Krout** on a day in the life

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PROFILE:
DAVID
HURWITZ

WHEN DAVID HURWITZ WAS AN advertising undergraduate at Temple University, in Philadelphia, a friend happened to tell him about an internship at FCB Health. He applied and received the call for an interview, staying up all night long the night before to compile a portfolio.

FCB Health Chief Creative Officer Rich Levy looked at it and then told him it was the worst work he'd ever seen. (Levy later confirmed the story. "One hundred percent true," he said in an e-mail. "The only reason I hired him as an intern was because he went to Temple University [where I got my degree] and I felt they failed him. He was totally unprepared for the real world ... He's proved to be amazing.")

Still, Levy gave him the internship at Area 23, one of the FCB Health agencies. Hurwitz wasn't hired at the end of the internship, but he kept going to work. After a few months of showing up unpaid, the agency offered him a job. Five

years later, the 28-year-old spent a few years at Area 23, recently finished a stint at Concentric Health Experience and has now returned to FCB Health as a copywriter.

What appeals to Hurwitz most about the work is the creativity. He's fascinated by smart ads, tactical work and seeing the relationship between new technology and traditional pharmaceutical advertising. He plans to stay in healthcare advertising.

But as for many young executives in the early years of their careers, there are concerns about how talent is recognized and the role of agencies in nurturing that talent. One of the biggest frustrations that Hurwitz says other young executives talk about is promotion.

"A lot of people are focused and frustrated by what seems like the need to leave an agency to get promoted or get a pay raise," he said. "Agencies need to figure out how to promote and pay the people they want there. That is a perception."

Another challenge for the industry is learning how to best incorporate new technology into the work that agencies have always done for their clients. "It's an uphill battle in trying to introduce technology," he said. "That's always the challenge."

"It's an uphill battle in trying to introduce technology."

—David Hurwitz, FCB Health



PROFILE:
SHANA
WACHOWSKI

SHANA WACHOWSKI WENT TO a healthcare agency for an informational interview at the urging of a family friend. She had wanted to pursue a career in sports advertising but liked what she heard during her interview and has spent three years working as a copywriter for Sudler & Hennessey.

In early December Wachowski, now 25 years old, joined the staff of FCB Health as a copy supervisor, a promotion compared to her role as senior copywriter at Sudler. "I needed something new," she said. "It was time to test the waters."

Wachowski's story is similar to those of many others who work in pharma advertising. They never intended to have a career developing work for drugmakers and other types of healthcare organizations but have found work they consider fulfilling.

"It reminded me of sports in that it's always changing," Wachowski said. "You're always trying to figure out what's next when you're solving a problem."

One of the biggest challenges for her at this point in her career is learning how to effectively manage other junior staffers, she said. Learning from her former and current managers is one way to do that; attending the MAHF event was another. "I learned a lot," she said. "I can feed off people who are seasoned."

Another challenge is learning how to encourage clients not only to approve creative work but also take more risks. Wachowski said she struggles to understand why US clients don't turn out the same level of work that she sees being awarded at the annual Lions Health festival each year in Cannes, France. Although agencies learn to work around regulations, it remains a challenge. However, she pointed out, agencies she's worked for are getting better about encouraging clients to take more creative risks. "Agencies are gung ho to sell this big innovative thinking to clients," Wachowski added.

That's one reason why she knows that her five-year and ten-year plans are to stay in pharma agencies. "I like the creativity," she said.

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YENO SESSION I: AWARD-WINNING CREATIVITY

ONE OF THE SIX SESSIONS focused on describing and examining creativity in four award-winning healthcare campaigns.

It's the third time that Robin Shapiro, president and chief creative officer of CAHG, and Scott Watson, EVP and chief creative officer at Ogilvy CommonHealth, partnered on the session. Each year they present fresh work using different approaches to generate a dialogue, Watson said.

They each critiqued a campaign developed by the other's agency and then presented the work of two other campaigns. At the end of the presentation, the young executives gathered in groups to collectively choose the best work and then presented their findings to the room.

"What was really interesting is there wasn't a universal favorite," Shapiro said. "Groups couldn't come to a single decision. There was diversity. It's about your judgment."

Shapiro had a point. Each group picked a different campaign as the top work, and in one group of four people there was no agreement about which campaign constituted the best work. The participants also made up both sides of the business—a pretty equal match of account executives and creative professionals attending the session.

"You don't have to agree," Watson said. "That's more of what happens in a review than anything else."

Still, he noted there is a great need for teams to work together to not just develop creative ideas but also to sell them to a client. "We're trying to get people to see you don't wait to get approval," he said. "[Clients] don't think the way we think."

Galderma: Smooth as Silk

CAHG was hired by Galderma to develop a campaign for Restylane Silk, an injectable filler for shaping lips and smoothing fine lines. The campaign compares the work of iconic artists like Albert Vargas and Botticelli to the work of dermatologists. An example of the copy is: "Vargas had airbrush. You have Silk." One young executive said the campaign made it easy to remember the name of the brand.

Takeda: The boy I used to know

The drugmaker Takeda worked with Publicis Life Brands Resolute to develop the 2013 campaign, which uses animation to tell the story of a young man with schizophrenia. The film uses the voice of man's father. "It's an excellent idea of storytelling," Shapiro said.

Randox Laboratories: Sniffers

Langland developed the Sniffers campaign for Randox, which markets a test for sexually transmitted infections.



Stills from award-winning work: The documentary-style Sniffers campaign developed by Langland for Randox and CAHG's Restylane Silk, for Galderma

The campaign, considered by many to be an industry favorite, uses documentary-style filmmaking to tell the story of dogs in the STI Detection Unit that are trained to detect sexually transmitted diseases. "A great new trend in healthcare is humor," Shapiro said. "Isn't it great we can laugh about this stuff?"

Roche: Lightbulb moments in multiple sclerosis

In the campaign developed by Ogilvy for Roche, the agency created an immersive experience that used lightbulbs to demonstrate the impact of MS disease progression. Events are popular right now, Shapiro said, and that's what made the campaign stand out. "So much of branding is experiential," she said. "How do you translate an idea into an experience?"

"Isn't it great that we can laugh about this stuff?"

—Robin Shapiro, CAHG

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ANALYSIS: MILLENNIAL MIX-AND-MATCH

MILLENNIALS WHO WORK FOR pharmaceutical agencies are driven, focused and tech-savvy but they also pay too much attention to promotion and the shape of their careers rather than learning to take professional risks and finesse the work they produce.

One issue addressed by both agency leaders and staffers is the question of how long is long enough to stay at an agency. A job at an agency used to last three to five years, said Charlene Prounis, CEO and managing partner at Flashpoint Medica. Now an agency stint is more likely to end after one to two years.

“They’re thirsty to learn,” Prounis said. “It’s okay to move around and try something new. But the challenge for them is learning on the job and working through problems ... It’s up to you to make it better.”

Still, younger executives say that agency leaders don’t always do enough to recognize their talent. Many of the younger staffers only choose to leave agencies in order to get a promotion or a pay increase.

“A lot of people are focused and frustrated by what seems like the need to leave an agency to get promoted or get a pay raise,” said David Hurwitz, a 28-year-old copywriter at FCB Health.

Agency leaders, on the other hand, argue that millennials need to pay their dues. “Agencies cherish their talent,” said Robin Shapiro, president and chief creative officer at CAHG. “It’s an expensive proposition to replace someone.”

But times are unquestionably changing. The oldest millennials are now in their mid-30s and are starting to take leadership reins. It shouldn’t come as a surprise that there are disconnects between what millennial executives say about their work at agencies and what agency leaders say about their millennial staffs.

Advertising account executive is considered one of the top jobs for millennials, of which there are 34 million, making the generation bigger than the baby boomers, according to a 2015 list compiled by CareerCast, an online jobs site.

Technology is now a key rather than a tool. Millennials, in particular, are a generation known for demanding more when it comes to work–life balance but they also seek out work that they find fulfilling and meaningful, traits that well may lend themselves to the world of healthcare advertising. “You’re helping people,” said Shana Wachowski, a copy supervisor at FCB Health.

Scott Watson, EVP and chief creative officer at Ogilvy CommonHealth, believes there now may be fewer opportunities for younger executives starting their careers. Lead-



The YENO essence: AbelsonTaylor’s Stephen Neale addresses young healthcare executives (top) while Flashpoint Medica’s Charlene Prounis coaches others

“There’s not enough patience for this generation to make mistakes.”

—Scott Watson, Ogilvy CommonHealth

ers are too willing to protect younger staff from making mistakes, he added, and the younger generation is coming to expect that rather than learning what failure entails.

“There’s not enough patience for this younger generation to make mistakes,” Watson said. “We made mistakes. You were thrown into the fire. [Now] we coddle too much and they expect that in a way.”

At the Medical Advertising Hall of Fame’s Young Executives Night Out, which is aimed at educating advertising executives in the first five years of their careers, one of the Hall of Famers asked the room of about 165 executives a question: Who wanted to start their own agency one day?

(Each of the three Hall of Famers co-founded agencies, as did Prounis.)

Only a few tentative hands went up. Shapiro said she thinks that has more to do with the fact that almost everyone had a boss in the room and not as much to do with a lack of interest in founding an agency. There’s still a need, even in a market defined by large agency networks, for entrepreneurs, she said.

“It’s the highest honor if you’ve grown someone and then they do that,” she added.

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