

CASE STUDY

SUCCESSFULLY ESTABLISHING A SINGLE UNIFIED BRAND FOLLOWING FIVE GLOBAL ACQUISITIONS

ALBANY MOLECULAR RESEARCH INC. (AMRI)

Establishing a Strategic Approach to Internal & External Challenges

AMRI is a global contract research and manufacturing organization that provides discovery, development and manufacturing services to clients in the pharma and biotech industries. After acquiring five global entities across North America and Europe within three years, AMRI needed to bring these businesses together through a solidified strategy and cohesive brand and message. Ready to rely on SCORR for its established expertise in industry mergers and acquisitions, AMRI engaged SCORR for strategic guidance and creative execution of a new unified brand.

Prior to partnering with SCORR, AMRI's legacy businesses had functioned as disparate brands with their own missions, messaging and marketing collateral. AMRI's challenges included: clearly articulating its full suite of offerings, garnering company buy-in and advocacy from all new acquisitions, creating a brand and identity that differentiated it from the competition, and ensuring employees, clients and potential clients of the continuity and stability of the company.

When partnering with SCORR, AMRI articulated four primary objectives:

- > Unify the AMRI brand to improve brand awareness & drive lead generation
- > Clarify & articulate company offerings
- > Engage employees for brand advocacy
- > Reintroduce AMRI to the global biopharmaceutical market

SCORR guided AMRI with its strategic SCORR CORE process. First, SCORR conducted internal and external assessments of AMRI and its individual legacy companies' brand perceptions. This included an assessment of customer insights, a competitor analysis and an evaluation of market trends.

One particular important finding from the external perception surveys indicated that the overarching AMRI brand garnered comparable or higher



- > **Industry:** Global contract development & manufacturing organization (CDMO) partnering with the pharmaceutical & biotechnology industries
- > **Products/Services:** Complete suite of capabilities across the entire drug development continuum from drug discovery to manufacturing
- > **Specialty:** Discovery, development, analytical & solid state services; API development; & manufacturing services
- > **Headquarters:** Albany, NY
- > **Size:** 3,000 employees, facilities in eight countries





awareness than individual legacy companies. This meant that acquired entities would not lose brand equity by integrating into the overall AMRI brand. Furthermore, the assessment identified brand confusion regarding what services and capabilities AMRI offered.

By applying a functional service provider (FSP) model, SCORR served as a full-service, dedicated project management and marketing team, reporting directly to senior leadership at AMRI and executing an integrated approach to the brand strategy.

Strengthening Identity With a Logo Refresh

To meet one of the company's immediate needs, SCORR refreshed AMRI's logo and developed a tagline that differentiated AMRI and accurately conveyed its expertise. Through typography updates and the application of the green color, the new logo conveys a feeling of growth, freshness and forward movement while keeping the brand recognition the company already possessed. The new tagline clearly articulated AMRI's brand promise and its willingness to embrace difficult and niche challenges: "Complex Science. Expert Solutions."



"To improve our brand awareness and clarify perceptions, SCORR helped us deploy messaging that emphasized our complete suite of services across the drug development spectrum."

Kerry Hutchings
Senior Director,
Global Marketing, AMRI

Creating Unified Brand Messaging Through the Big Idea

Driven by key findings from the market research, SCORR then developed AMRI's Big Idea – the visual concepts and core messaging that articulate AMRI's value proposition. Building on AMRI's foundation of applying scientific expertise and advanced technology to create customized solutions for complex challenges, SCORR developed messaging for each of AMRI's core audiences around one concept: Exact science.

By featuring thought leaders from AMRI and its acquisitions, SCORR showcased each service line with an identity that tied to the larger brand. The Big Idea encapsulated AMRI's credibility in the industry and promoted perceptions of stability while also conveying a personalized touch with which respective audiences could engage.



Corporate



Drug Development



Drug Product



Service Icons



Launching the New Brand at Informex/CPhI North America

In 2007, prior to engaging SCORR, AMRI had changed its name from Albany Molecular Research, Inc. to reflect its evolution into a global contract services and R&D organization. However, the company did not consistently apply its new name. SCORR consistently used the new AMRI name in all messaging to establish the company as a global brand with worldwide facilities and customers. This change was made in all internal and external communications to ensure cohesive brand messaging.

In May 2017, SCORR launched the new AMRI brand at InformEx/CPhI North America. The launch included a large custom island booth with a giant, floating inflatable molecule featured in the new AMRI logo and signage throughout the exhibit hall. SCORR created a video and a teaser campaign featured within print and digital placements that also included a drip email campaign and social media with a custom landing page that continued to update, revealing more of the new identity as the launch approached.

Teaser Ads



Trade Show Booth



Inflatable Molecule



Results

Achieving Internal Buy-in

Through the FSP relationship, SCORR worked with AMRI's internal communications department as a unified team to develop and execute the brand launch plan. After honing the core messaging, SCORR presented the new branding elements at an AMRI town hall meeting. AMRI achieved its goal of garnering internal buy-in from its legacy companies. Employees became brand advocates, which included participation in community events as part of an AMRI team (such as running local races as the Molecular Milers) and social sharing via their personal social media accounts. They also took pride in their rebranded trade show presence.



AMRI Company T-shirt

Unifying the Brand for External Audiences

With its bold signage and a significant thought leader presence, the brand launch event at InformEx/CPhI North America created positive buzz on the show floor. Mini humidifier giveaways were popular with attendees, and all collateral reflected the brand's new look and updated messaging.



Website

“To visually translate the feeling of stability and longevity, our creative team created fresh, bold graphics that featured key thought leaders, in colors that represented each business segment.”

Ben Rowe
Senior Vice President,
Chief Creative Officer
SCORR Marketing





Comparing performance in the quarter before the brand launch to the quarter after, AMRI experienced significant increases across all channels. Specifically, the AMRI website saw increases in several areas:



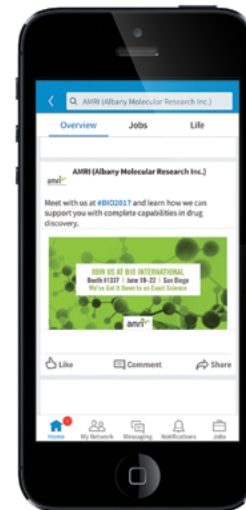
Driving Engagement: Social Media

The SCORR team created social media posts promoting trade show attendance as well as AMRI's rebrand, education materials, news and events, with a focus on AMRI's complete suite of capabilities and thought leader presentations and publications. These high-performing posts drove increased website traffic, with a 180% increase in web traffic from social media from Q1 to Q2.

Creating Click-Thrus: Email Marketing and Media Placements

By improving AMRI's list segmentation and creating more engaging subject lines and content, SCORR's email marketing significantly increased website traffic.

- > In Q2 of 2017, there was an increase in email volume and a 280% increase in traffic to the website from email.
- > To reach AMRI's audiences in North America, Europe and Asia, SCORR developed a media plan and negotiated placement in a multichannel mix of print and digital publications. The majority of media placements exceeded industry averages for click-thru rates (CTRs).
- > The top-performing interstitial ad showed a 5.49% CTR, which is more than three times higher than the rates typically seen in the industry.
- > Online media placement impressions doubled from 329,040 in the first quarter of 2017 to 703,030 in Q2.



Social Media



Conclusion:

From early market intelligence pre-launch to new brand elements and then to the InformEx/CPhI North America event, SCORR designed and delivered an integrated marketing campaign that exceeded AMRI's objectives.

- > By focusing AMRI's brand identity on solutions rather than on the identities of individual legacy companies, SCORR helped AMRI effectively unify its acquisitions into its primary brand.
- > AMRI has engaged its employees in brand advocacy, resulting in improved social engagement and sharing.
- > AMRI's new brand differentiated the company in the crowded CRO/CDMO market.

After helping AMRI successfully integrate its disparate businesses under one brand focused on its scientific expertise, SCORR continues to work with AMRI as its full-service partner and agency of record.

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From start to finish, SCORR's commitment and expertise drove us to meet our rebranding goals. The SCORR team exceeded our expectations in delivering ROI. In addition, we have leveraged the success built during the launch to extend and reinforce our new brand identity."

Christopher Conway
Senior Vice President,
Head of Drug Discovery
Chemical Development
and Analytical Services
(DDS) AMRI

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Solutions to Solve
Your Marketing
Challenges

About SCORR Marketing

SCORR Marketing is the leading marketing and communications firm in the health sciences industry. We partner with organizations involved in global research, development and commercialization of biopharmaceutical and device products and the delivery of health care products and services. At SCORR, we achieve results for our clients by applying our proven, disciplined approach to synthesize market intelligence, strategy and creativity. We have locations across North America and Europe. For more information, visit www.scormarketing.com.

