

2024



Care Guidelines

Dr. Max Brand Framework



To provide a clear framework for maintaining consistency, helping everyone understand and communicate our identity, with Care as the cornerstone of everything we do, helping strengthen position of Dr. Max as a trusted leader in the EU market.

Objectives



To provide a clear roadmap to build a strong, consistent, and differentiated brand that attracts and retains customers.



To differentiate the brand and stand out from competitors, attracting customers and fostering loyalty.



To reflect on evolving and forward-moving business landscape in terms of portfolio, focus, and the target audiences.

The main thing everyone should understand
from the brand framework

WE DO CARE

We are more than a pharmacy.
We do the care business; we care about
the wellbeing of our customers and our
employees.

“We do care” means we really care. Care is
at the heart of everything we do. It’s not just
words, not just marketing. We make acts, not ads.

What should everyone take away after reading the Dr. Max brand guidelines?

What we do

Why we do it

How do we communicate it

How can I contribute with my work

Vision

Why does Dr. Max exist and what it wants to achieve.

01

| Our Vision

To be the first-choice pharmacy
for outstanding care, provided by
trusted professionals.

What this Vision means for our customers

Being your first choice means we are dedicated to creating an experience that makes you feel truly cared for, inspiring you to trust us with your health, beauty, and wellbeing. Our commitment to complete care ensures that you will know you can always find everything you need for your health and wellbeing, whether it's expert advice, a wide range of products at different price points, or personalized services.

What this Vision means for our employees

Being the first choice for our customers starts with being the first choice for our employees – attracting and retaining top professionals dedicated to working in line with our company values. Our commitment to outstanding care extends to them, ensuring they have access to innovations and education, as well as the support and positive atmosphere needed to develop and thrive. By taking care of them, we empower them to take care of our customers.

What this Vision means for our business partners

Being the first choice is a collaborative effort. We strive to make the biggest impact by partnering with the best. Our commitment to care extends to our business relationships, ensuring that working with us is fair, rewarding, and positive. We seek partners who share our dedication to developing and pushing the business forward. Together, we innovate to deliver exceptional value to our customers.



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Mission

How do we want to achieve
the Vision.



| Our Mission

Leading the industry by continuously redefining pharmacy as a trusted partner in health, beauty, and wellbeing, with a strong commitment to care.



01

Redefining the meaning of “pharmacy”

We want to be more than what typically comes to mind when people think about a pharmacy. More than a place they seek or visit when they feel sick and unwell. This redefinition is key to becoming the first choice for as many people as possible, ensuring we meet a broader range of their needs and preferences, including those directed towards a healthy lifestyle and longevity.

02

Expanding our focus to “**wellbeing**”

We aim to broaden our business beyond just solving health issues. Our goal is to transform in the minds of our customers from being just an issue solver to becoming a wellbeing partner. This means they will think of Dr. Max not only when they have health problems but also when they seek products and services that enhance their overall quality of life.

Wellbeing includes not only physical health but also aspects that help people enjoy life, relax, look beautiful, and feel cared for.





03

Providing “**commitment to care**”

We go beyond the expectations of a conventional pharmacy. It is about offering more – not just taking care of our customers when they are unwell. This approach is possible thanks to our dedicated team, who are genuinely interested in what our customers think and want, and who truly care about them. By providing personalized services, a welcoming environment, and comprehensive support, we ensure our customers feel valued and supported in all aspects of their health and wellbeing journey.

Values

Rules & behaviors ensuring that we are on the right path to follow the Mission.

03

| Our Values



Customer
Centric



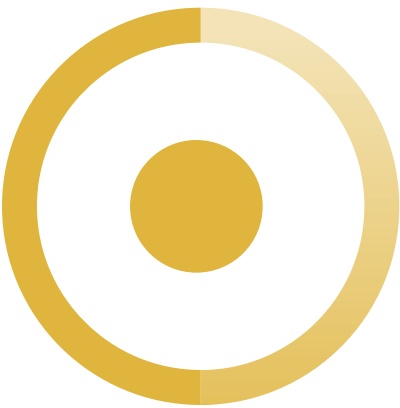
Ambitious



Respectful



Engaged

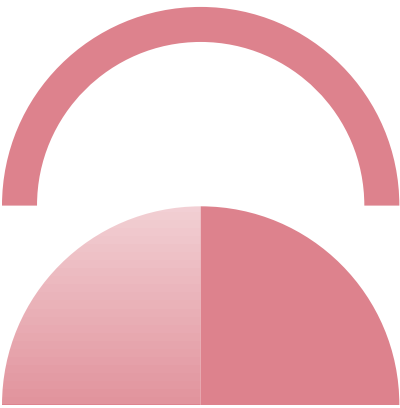


Customer Centric

We're customer-centric. We keep customer at the heart of everything we do.

Every decision, every innovation, and every interaction is driven by a deep understanding of our customers' needs and aspirations. Our mission is simple: prioritize understanding and anticipate needs, whether for patients, team members, or partners. We exceed expectations through trust, empathy, and exceptional service, ensuring that the satisfaction and loyalty are the metrics guiding every decision we make.



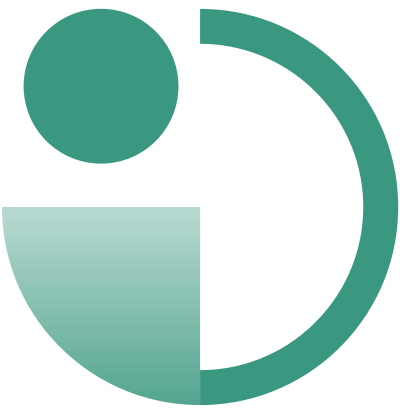


Ambitious

We're ambitious. We strive to be the best.



We dare to dream big and be inspired by brave vision to revolutionize the healthcare industry to unlock our full potential, both as individuals and as a company. We challenge the status quo, innovate, explore new opportunities, and pursue bold goals with determination & accountability. We're not afraid to set ambitious targets, and pursuing them with passion, creativity, and resilience. Our ambition inspires us to constantly raise the bar and reach the excellence in everything we do.

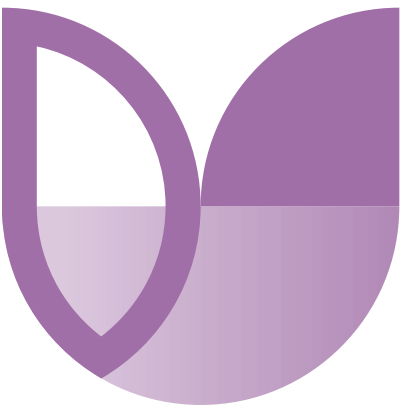


Respectful

We’re respectful. We foster a culture of empathy and mutual respect.



We value each person’s opinion and personality, showing dignity, kindness, and fairness. Embracing diversity, we celebrate differences, fostering inclusivity, understanding, and collaboration. Whether colleague, customer, or partner, we honor unique perspectives and contributions, knowing together, we achieve greatness. We actively listen, communicate openly, and respect autonomy, creating a safe, supportive, and inclusive community where all thrive.



Engaged

We're engaged. We strive consistently for the highest standards.



Engagement embodies our commitment to active involvement and dedication. We say what we do and do what we say. We carry our duties with integrity & responsibility, demonstrating enthusiasm and passion. We foster a culture where every team member contributes meaningfully to our shared success. Through engagement, we demonstrate our dedication to driving positive impact, innovation, and growth.

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Promise

What can customers expect
from us.



| Extra Mile Care: Pharmacy Beyond Expectations

At Dr. Max, we consistently look for ways to go the extra mile in caring for our customers, whether through trusted experts' advice, personalized support, operational excellence, or innovative solutions.

More than a pharmacy, we are your trusted wellbeing partner, continuously improving how we care for your health, beauty, and wellness.

Simply fulfilling basic expectations isn't enough because it doesn't bring us closer to our goal of being the first choice for our customers. If we don't strive for this, we would be as average and conventional as every other pharmacy.

We continuously seek innovative ways to show that we truly care about our customers and employees, because this ensures that every interaction with Dr. Max – whether in-store, online, or otherwise – leaves them feeling better overall. It's not just about improving physical health, but also about making every interaction so positive that they leave feeling satisfied, delighted, and pleasantly surprised.



Proposition

What specifically makes
us unique.





| Our Proposition

At Dr. Max, we are committed to always going the extra mile to ensure that our customer value propositions are maintained and continuously improved. We guarantee that our customers will never lose the benefits they expect from us.

Affordability

Approachability

Trust

Brand impact

Affordability:

We cater to all needs and preferences, offering a wide range of products and services at various price points to support every aspect of health and wellbeing. By maintaining the best ratio between quality and price, our offerings ensure that everyone can find a solution regardless of their needs and possibilities, from everyday health essentials to premium products.

Trust:

Our professionalism, expertise, and continuous education and development of our employees are the key factors in building the trust of our customers. By fostering this trust, we are able to actively listen to the needs of our customers and employees, continuously improving based on their feedback to provide the best possible service.



Approachability:

We provide easy access to our products and services, both in-store and online, ensuring convenience for all. We enhance approachability through personalization, guaranteeing that everyone receives offers tailored to their preferences and needs.

Brand Impact:

Our brand power provides us with greater opportunities, which we leverage for the benefit of our customers and employees. Whether it's research capabilities, production, negotiations with suppliers, or career growth opportunities, our customers and employees know that engaging with us is risk-free, and our brand is always a guarantee of quality in every aspect.

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Differentiation

How are we different from
our competitors?





Our Brand Differentiation

At Dr. Max, we go beyond basic healthcare, offering more than just products and services. Our approach is built on a foundation of care, empathy, and a commitment to meeting individual needs. This commitment comes to life through five key pillars that set us apart, ensuring that every interaction with Dr. Max is as supportive as it is tailored to our customers.

Care that stands out

Own label

Extra services

Caring professionals

Omnichannel experience

Personalization



01

Own label: Crafted with clients' needs in mind

We have more exclusive own-label products than any other European pharmacy chain. This allows us to provide our customers with high-quality, affordable options that are tailored to meet their specific health needs – an advantage unmatched by any competitor.

02

Extra services: We go beyond products to care about our customers

Dr. Max pharmacies offer an unparalleled range of health and preventive services that extend far beyond the basics. While others may stop at blood pressure checks or EKGs, we advance towards comprehensive preventive care. Our offerings include sophisticated health and wellbeing diagnostics. This extensive service portfolio elevates our focus from just treatment to true wellbeing management.





03

Caring professionals: Our people make the difference

At Dr. Max, our team is made up of passionate, highly trained professionals who are always learning to provide the best care. They genuinely care about our customers and their wellbeing, making sure each person gets the attention and advice they need. This personal touch sets us apart.

04

Omnichannel experience: Always within reach

Our nearly 3,000 brick-and-mortar pharmacies provide a strong physical presence across Europe, while our 24/7 pick-up boxes and extensive third-party pick-up points make it easy to access what you need, when you need it. We ensure that Dr. Max is always within reach, whether online or offline, by staying connected with our customers through social media and dedicated customer service channels, enhancing accessibility and convenience.





05

Personalization: Our membership loyalty club is the best around

Dr. Max takes personalization to the next level. We create tailored experiences for our customers, offering individualized rewards, promotions, and health tips through our loyalty program. This approach ensures that we meet the unique needs of each customer, reinforcing our role as a trusted partner in their health and wellbeing journey.

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Reasons to Believe

Why believe in us – what specific things do we do to maintain our differentiation?





| Our Reasons to Believe

At Dr. Max, the reasons to believe in our commitment to care are deeply rooted in everything we do. From ensuring affordability to delivering trusted expertise, we’re committed to meeting the needs of our customers, employees, and partners.

Affordability

Approachability

Trust

Brand impact

Affordability

Affordable quality:

With over 1,300 high-quality own-label products, rapidly increasing each year, Dr. Max ensures that healthcare remains affordable without compromising on quality, catering to every budget.

1,300

own-label products

11.5 mil
active members

Exclusive loyalty benefits:

Dr. Max makes healthcare and wellbeing more accessible through our loyalty program, which boasts over 11.5 million active members. By offering personalized discounts and tailored benefits, we ensure that our customers receive the care they need at prices that suit their individual needs, reinforcing our commitment to affordability.

Approachability

3,000
pharmacies across Europe

Convenient access:

Dr. Max guarantees exceptional accessibility with nearly 3,000 pharmacies across Europe, strategically located to serve both metropolitan and rural areas. Whether in shopping centers, on the street, or in local clinics, our extensive network makes it easy for customers to access the care and services they need, whenever and wherever they are. Additionally, our expanding footprint includes new Super Dr. Max hyper-format pharmacies, offering a broader portfolio of products and services to meet evolving customer needs.

Omnichannel presence:

Dr. Max leads the e-commerce pharmacy market in three countries, setting the standard for digital engagement with five e-shops and 19 million website visits each month. Handling over 10.28 million online transactions monthly, we combine a powerful online presence with seamless integration across channels. With a 62% click-and-collect rate, Dr. Max ensures that customers enjoy the convenience of online shopping paired with the personal service of in-store pick-up, making us easily accessible both online and offline.

19mil
monthly website visits



Trust

Professionals who care:

With 20,000 employees, Dr. Max supports lifelong education to enhance professional and communication skills, focusing on complex care. This commitment empowers our team to deliver personalized support, earning the trust of our customers with an outstanding standard of care.

20,000
employees

80%
NPS score

Customer satisfaction demonstrated by consistent care for millions:

Dr. Max has earned the deep trust and loyalty of its customers, with an impressive average customer satisfaction (NPS score) of over 80% across all markets. This trust is built on the dedication of our employees, whose expertise and personalized care foster lasting relationships. Serving over 2 million customers daily and processing more than 1.3 million items each day, Dr. Max demonstrates an unwavering commitment to making healthcare both accessible and affordable for all.

Brand impact

15%
rise in 2023

Ambitious growth:

With sustained double-digit growth in operating profit over the past three years, including a 15% rise in 2023 and a 21.6% increase in revenue, reaching €4.6 billion, Dr. Max continues to strengthen its presence and influence across Europe. This growth fuels our ability to innovate, enhance services, improve customer care, and support employees.

Strong recognition of the Dr. Max brand:

Dr. Max is a well-known brand, recognized by nearly everyone in half of our key markets and enjoying strong awareness in the other three. This powerful presence positions us as the top brand in 4 out of 6 countries, a testament to the trust and loyalty we inspire across the region.

number 1
in customers' mindset

Personality

How to communicate to ensure
that our customers will understand
and accept us.



Who we are

**THE TRUSTED
COMPANION**

Dr. Max has built its brand persona as **the trusted companion** in healthcare and wellbeing. Through its commitment to care, it redefines the conventional notion of a pharmacy. Every interaction with the brand **offers a positive feeling that neither customers or employees expected from a pharmacy before.** Every communication **radiates approachability and strengthens trust.**

As it is our trusted companion, **we know Dr. Max is within reach**, even when we're not in direct contact. Every time we engage, **we understand that it hasn't changed at its core**, we know what to expect, and yet we eagerly **anticipate the new things it will bring.** By acting as a trusted companion, Dr. Max fosters a subconscious connection with people, naturally **becoming their first choice** when it comes to care for their health and wellbeing.



Each of us has someone like this. Someone we can call our own trusted companion. A person who serves as a “steady point” in our lives. This person could be a friend, a classmate, an advisor or a coach. It doesn’t matter how and when they appeared in our life. What matters is how we feel in their presence.

A trusted companion is connected and engaged.

He or she knows how to listen, cares deeply, and is always ready to do something to make you feel good.

Confident and reliable, your trusted companion is an absolute professional in their area of expertise.

You trust them as the best person to call or consult when you need to move forward with confidence and feel reassured.

A trusted companion stays close to you, both physically and mentally. Even if you meet after a long time, perhaps in a completely unfamiliar city, you still immediately know what to expect from each other.

A trusted companion is with you for the long term.

Once this person appears in your life, he or she remains, even if the connection isn't always intense. And in every moment, they want the best for you.

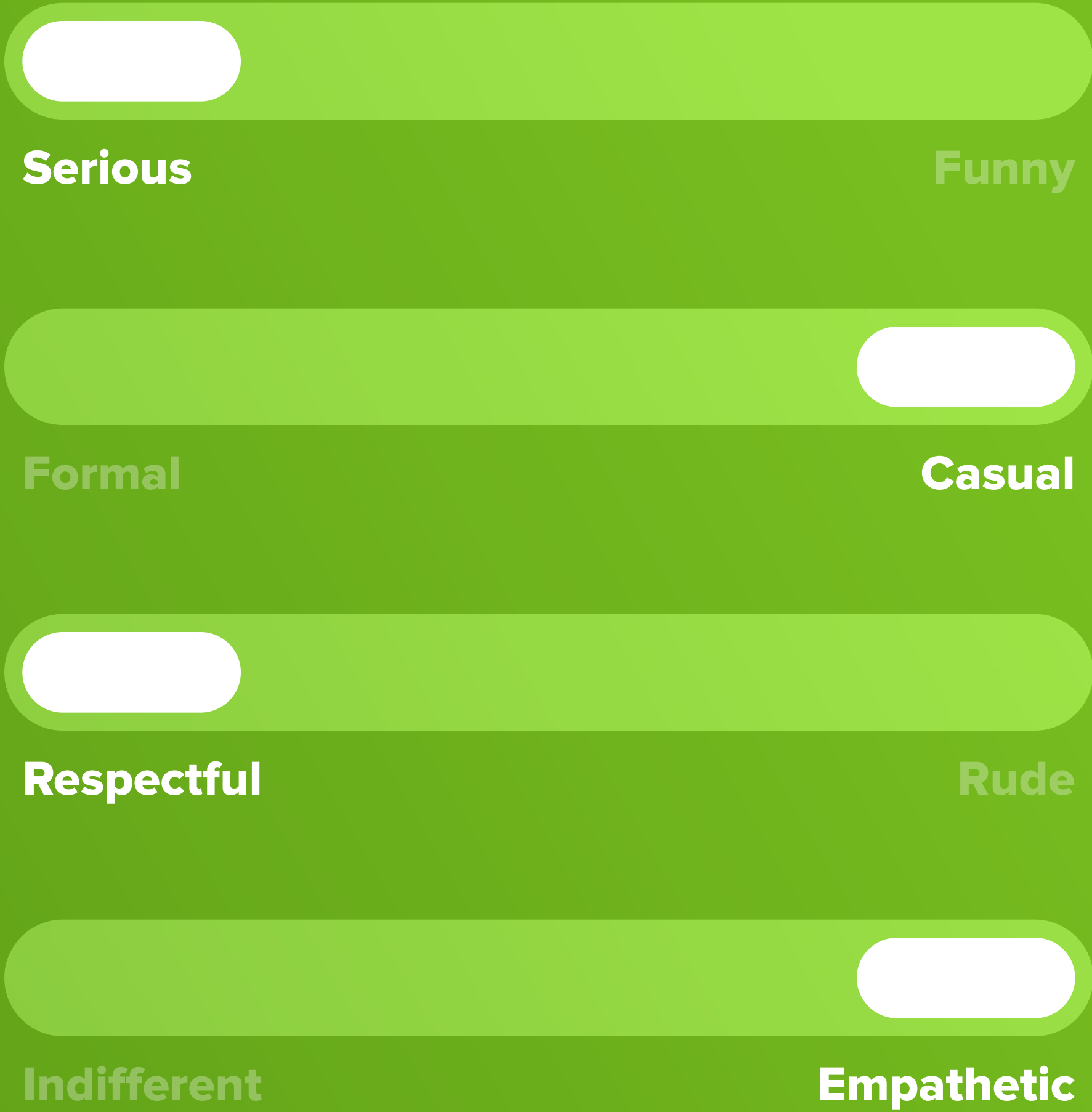
Honest and understanding, your trusted companion acts with empathy. When they need to know something, they ask; but often, they don't need to—because you know each other so well.





| Tone of Voice

Defining our persona and the corresponding Tone of Voice helps us stand out from the competition within our own industry. We always perceive Tone of Voice within the context of a specific business. A “trusted companion” in the pharmaceutical industry speaks with a different tone than a “trusted companion” in a streetwear brand.





<div>Should be: Professional Thoughtful Sincere</div> <div>Protect your health with our trusted range of medication. Our pharmacists are here to offer you expert advice, every step of the way.</div> <div>✓</div>	<div><div></div></div> <div>Serious</div> <div>Funny</div>	<div>✗</div> <div>Should not be: Silly Lighthearted Joking</div> <div>Feeling under the weather? We’ve got the magic pills to zap those bugs away—no wands required!</div>
<div>Should not be: Stiff Official Rigid</div> <div>For those seeking further assistance or healthcare guidance, our team of professionals is available to provide the necessary information.</div> <div>✗</div>	<div><div></div></div> <div>Formal</div> <div>Casual</div>	<div>✓</div> <div>Should be: Friendly Approachable Relaxed</div> <div>Looking for health tips? We’re always here to chat and help you find what you need.</div>
<div>Should be: Considerate Courteous Polite</div> <div>We understand that every health journey is unique. Our team is dedicated to providing care that respects your individual needs.</div> <div>✓</div>	<div><div></div></div> <div>Respectful</div> <div>Rude</div>	<div>✗</div> <div>Should not be: Disrespectful Flippant Dismissive</div> <div>Feeling off? Don’t worry, we’ve got the fix. Just pop in and we’ll sort you out!</div>
<div>Should not be: Dry Complicated Bland</div> <div>We provide health products and services. Follow us for more information.</div> <div>✗</div>	<div><div></div></div> <div>Indifferent</div> <div>Empathetic</div>	<div>✓</div> <div>Should be: Encouraging Conversational Motivating</div> <div>We’re here to empower your health journey! Stop by today and see how we can help you feel your best.</div>



Tagline

How can we say all this in one sentence.



The logo for Dr.Max+ is located on the left side of the central banner. It consists of the text "Dr.Max" in a bold, red, sans-serif font, followed by a green plus sign (+) in a smaller font size.

First choice when it comes to care

**Our Vision – We aim to lead the industry,
becoming the trusted, go-to provider
for innovative, reliable healthcare,
and wellbeing.**

**We adapt to the newly defined needs
of our customers (employees, partners).**

Manifesto

How do we convey all this
with enough emotion.

10

| Our Manifesto

At Dr. Max, we believe that health is more than just the absence of illness – it's about achieving a state of complete wellbeing. We understand that our customers and employees deserve more than the ordinary. They deserve a partner who anticipates their needs and sets a new standard for what a pharmacy can be.

We are driven by a bold ambition: to be the first choice for outstanding care for everyone. But we know that ambition alone isn't enough.

It's **our commitment to care** that truly sets us apart. Care that's rooted in genuine concern for the people we look after, whether it's our customers walking into our pharmacies or our employees working side by side to make a difference.

We aspire to **transform the traditional pharmacy** into a wellbeing hub, where everyone can expect more.

This means offering personalized services, expert advice, and a welcoming environment, with trusted one-on-one consultations that make every interaction more than just a transaction – it's a step towards better health and wellbeing.

At Dr. Max, we set our bar high because we believe that our customers and employees deserve nothing less. We strive to be the benchmark for care in the industry, **pushing the boundaries of what's possible** and continuously evolving to meet the needs of those we serve.

When it comes to health and wellbeing, good enough isn't good enough. We go the extra mile, not because it's easy, but because it's the right thing to do. We're here to make a difference.

We're the first choice when it comes to care.



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Brand Story

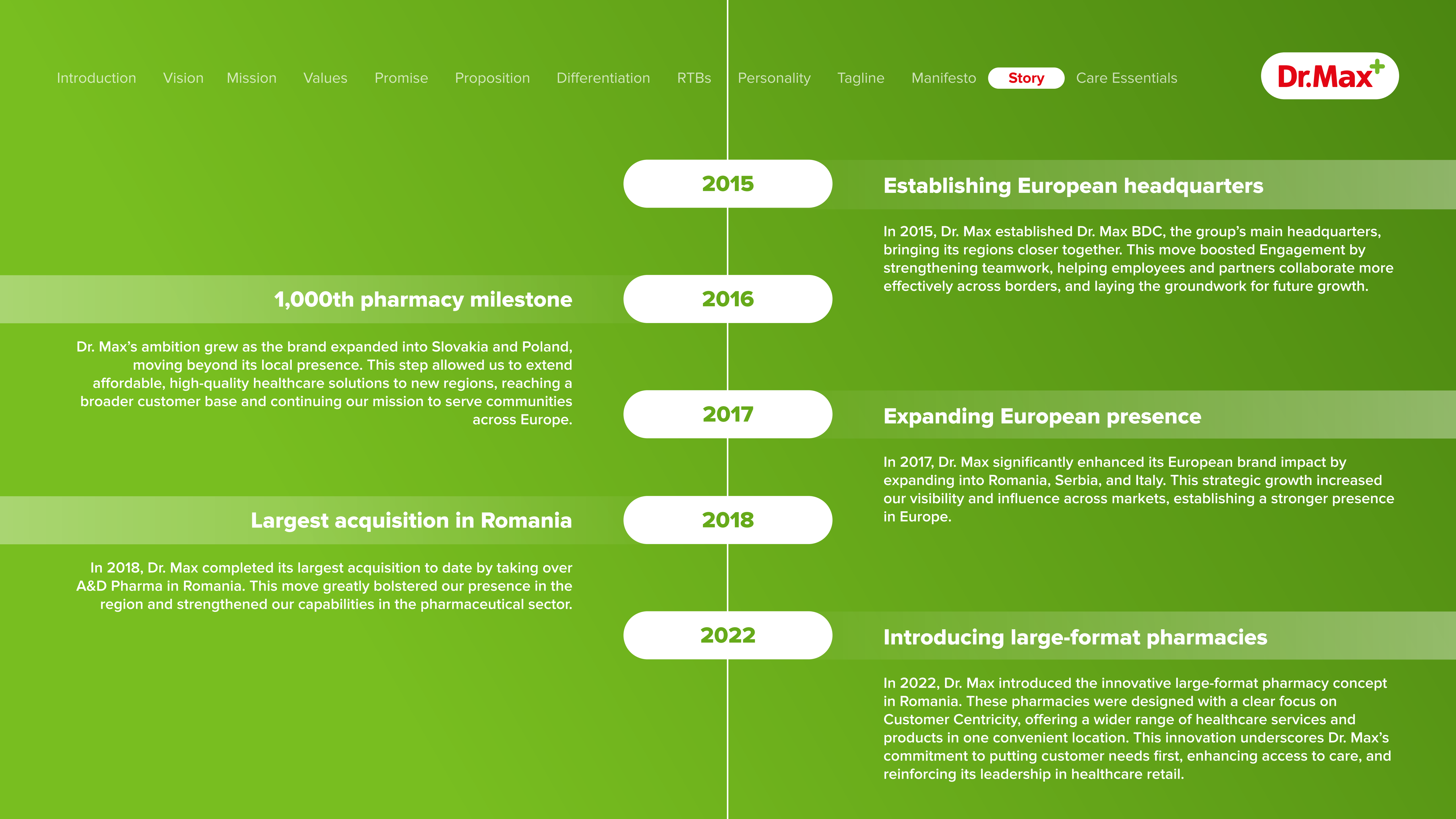
What is the story behind
our company.





| Dr. Max Brand Story: A Timeline of Care





2015

Establishing European headquarters

In 2015, Dr. Max established Dr. Max BDC, the group’s main headquarters, bringing its regions closer together. This move boosted Engagement by strengthening teamwork, helping employees and partners collaborate more effectively across borders, and laying the groundwork for future growth.

1,000th pharmacy milestone

Dr. Max’s ambition grew as the brand expanded into Slovakia and Poland, moving beyond its local presence. This step allowed us to extend affordable, high-quality healthcare solutions to new regions, reaching a broader customer base and continuing our mission to serve communities across Europe.

2016

2017

Expanding European presence

In 2017, Dr. Max significantly enhanced its European brand impact by expanding into Romania, Serbia, and Italy. This strategic growth increased our visibility and influence across markets, establishing a stronger presence in Europe.

Largest acquisition in Romania

In 2018, Dr. Max completed its largest acquisition to date by taking over A&D Pharma in Romania. This move greatly bolstered our presence in the region and strengthened our capabilities in the pharmaceutical sector.

2018

2022

Introducing large-format pharmacies

In 2022, Dr. Max introduced the innovative large-format pharmacy concept in Romania. These pharmacies were designed with a clear focus on Customer Centricity, offering a wider range of healthcare services and products in one convenient location. This innovation underscores Dr. Max’s commitment to putting customer needs first, enhancing access to care, and reinforcing its leadership in healthcare retail.



Becoming the 2nd largest pharmacy group in Europe

2023

Emerging as the largest pharmaceutical producer in the Czech Republic

By 2023, Dr. Max had grown into the second-largest pharmacy group in Europe, with nearly 3,000 locations. This milestone reflects the company’s Ambition to lead the industry, marked by a major acquisition in Italy, where Dr. Max surpassed 210 owned pharmacies. This achievement showcases our relentless drive to expand, innovate, and set new benchmarks in healthcare, with the ultimate goal of becoming the first choice for millions of customers.

In 2023, Dr. Max Pharma solidified its position as the largest pharmaceutical producer in the Czech Republic. This accomplishment highlights our dedication to delivering high-quality, affordable products that customers trust. By consistently offering reliable own-label products, Dr. Max continues to reinforce its role as a trusted partner in healthcare across the region.

TODAY

Care in every step

Today, Dr. Max is more than just a pharmacy – it is a trusted partner in health, beauty, and wellbeing. Every milestone, every innovation, and every expansion has been guided by our core values of Customer Centricity, Ambition, Respect, and Engagement, with Care at the heart of everything we do. These values have made Dr. Max a brand that customers, employees, and partners trust, always striving to improve healthcare for everyone.

Care Essentials

What are the key principles
of Care.



Key principles of Care

Always consider:

How can you go the extra mile in what you're doing right now?

Going the extra mile means doing more than what's expected – whether it's offering a smile, double-checking your work, or helping a colleague. It's about being proactive and caring, even in small gestures that make a big impact and difference.

How does your current task help make us the first choice for our customers, employees, or partners?

Think about how your actions make a difference: providing helpful advice to a customer, ensuring clear communication with a colleague, or quickly resolving a small issue before moving on. Every small step, whether in a pharmacy or an office, contributes to creating an experience that keeps people coming back to us.

How does your work show care for the recipient?

Care can be expressed in many ways – by reading instructions carefully, offering help when needed, or showing through your actions that you're willing to listen and assist. Whether you're supporting a customer, colleague, or partner, remember that attention to detail and empathy make all the difference.



| In one sentence:

Does it help build our reputation
as a company that truly cares?
Then go for it!

Dr.Max⁺

First choice when it comes to care

Take care – and let these guidelines help you share
that care with everyone around you.