Strategic KOL Engagement Planning...

Concepts, Methods & Tools

... For a better Efficacy & Efficiency

Position Paper
May 2019

Smart Pharma Consulting
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1. Introduction

This position paper proposes guidelines to help pharmaceutical companies partner with KOLs to better support the development and the marketing of their products.

Context & Objective

- KOLs\(^1\) are part of the means used by pharma companies to:
  - Develop their products through pre-clinical and clinical trials
  - Disseminate information (scientific, medical, therapeutic, etc.) to raise health authorities, payers, HCPs (Health Care Professionals), PAGs (Patient Advocacy Groups), individual patients awareness to optimize the positioning and the usage of their products

- This position paper:
  - Reviews the best practices in terms of KOL engagement
  - Proposes a simple but rigorous approach and…
  - … a set of practical tools…
  - … to recruit, engage and manage KOLs

\(^1\) In this position paper, the definition of KOL is limited to influential physicians

This position paper has been written, assuming that it is not illegal nor reprehensible to collaborate with medical thought leaders to influence other stakeholders opinion and behavior vis-à-vis a medical practice or a given medicine, provided it is in the best interest of patients.
KOLs have the potential to influence their peers, but also other stakeholders in a specific area, at global, international, national and local levels

**Working definitions (1/2)**

**KOL (Key Opinion Leader)**

- KOLs are also called: Key Experts, Key Therapeutic Area Experts, Key Scientific Experts, Thought Leaders, Influencers, depending on the companies
- KOLs are recognized physicians with an expertise in a specific field (e.g. oncology, endocrinology, epidemiology, biostatistics, etc.)...
- ... and can influence the opinion and the medical practice (e.g. treatment scheme, prescribing habits, preference for a given product, etc.) of their peers (specialists or GPs)
- KOLs contribute also to modify medical guidelines when they are members of learned societies or when they advise health authorities
- Their influence can be global, international, national or local
- Other stakeholders are also considered as KOLs

**Pyramid of influence & types of influencers**

- Global KOLs
- International KOLs
- National & Local KOLs
- Practitioners (specialists or GPs)
- Government
- Politicians
- Health authorities
- Learned societies
- PAGs
- Nurses
- Journalists

1 Other stakeholders than physicians likely to have an influence on medical practices and on physicians opinion and behavior

*Sources: Smart Pharma Consulting*
2. Strategic KOL Engagement Planning

Strategic KOL Engagement Planning is essential for pharma companies to ensure an effective, efficient and sustainable relationship with KOLs

Working definitions (2/2)

<table>
<thead>
<tr>
<th>KOL Engagement</th>
<th>Strategic KOL Engagement Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ KOL engagement is a <strong>process</strong> in which pharma companies <strong>build</strong> and <strong>maintain constructive</strong> and <strong>sustainable relationships</strong> with KOLs.</td>
<td></td>
</tr>
<tr>
<td>▪ KOL engagement is <strong>essential</strong> for understanding their <strong>wants</strong> and <strong>needs</strong>; and <strong>may</strong> result in implementing ideas that <strong>benefit both KOLs and pharma companies</strong>.</td>
<td></td>
</tr>
<tr>
<td>▪ Engaging with KOLs <strong>occurs</strong> when pharma companies want to <strong>consider</strong> the <strong>views</strong> and <strong>involvement</strong> of KOLs in making and implementing a scientific or medical decision…</td>
<td></td>
</tr>
<tr>
<td>▪ … <strong>which might</strong> have an indirect <strong>business impact</strong></td>
<td></td>
</tr>
<tr>
<td>▪ Pharma companies should <strong>initiate open, two-way dialogue, seeking solutions</strong> to issues of mutual interest.</td>
<td></td>
</tr>
<tr>
<td>▪ Considering the <strong>increasing complexity</strong> of the pharmaceutical <strong>environment</strong> and of <strong>pharma companies</strong> organizations(^1), it is essential to <strong>plan</strong> and <strong>organize</strong> the interactions with KOLs.</td>
<td></td>
</tr>
</tbody>
</table>
| ▪ Thus, pharma companies should develop Strategic KOL Engagement **Plans** to **ensure**, as a general rule, that KOL Engagement **initiatives**:
  | – **Support** the Critical Success Factors (CSF) to fulfill the corresponding Strategic Imperatives (SI) of the related product. |
  | – Are put in a **mid- to long-term perspective** to **build a sustainable win-win relationship**. |
  | – Are carried out in a **coordinated manner** across the company departments and from headquarters to affiliates to **guarantee** an **optimal efficiency**. |

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Sources: Roche internal documents (2015) – Smart Pharma Consulting

\(^1\) People from different departments (e.g. medical, marketing, sales, etc.) can be in regular contact with the same KOL.
More and more pharma companies are adopting an integrated strategic approach of their relationship with KOLs, based on their product position on their life cycle.

**2. Strategic KOL Engagement Planning**

- According to a study carried out in 2017 by Arx Research, through interviews of 47 executives from medical departments of 34 life science organizations, across 15 countries:
  - 70% of companies indicate that their strategy to engage with KOLs is based on the position of the product on its life cycle, while the remaining 30% adopt an ad-hoc approach.
  - 24% of surveyed companies engage with KOLs during pre-clinical phases of the product development and…
  - … 41% begin developing relationships at phase III of their product life cycle, or after.

- KOLs exposed to early research and development phases will better support the products due to:
  - A better understanding of the underlying science
  - A better commitment and interest in outcomes

**Sources:** Arx Research (2017) – Smart Pharma Consulting analyses
2. Strategic KOL Engagement Planning

The strength of KOL engagement will strongly depend on the quality of scientific evidence related to the product as well as on corporate and product perception.

- From preclinical to phase II studies, Global KOLs are engaged to carry out scientific and clinical activities.
- At phase III level, Global, International and National KOLs are mainly involved in clinical studies and in disseminating scientific information to physicians communities.
- While preparing the launch of their products or of new indications, pharma companies may engage KOL to support the preparation of the marketing authorization and of the price & reimbursement dossiers.
- At launch time, pharma companies usually shift the balance of their focus to national and local KOLs.
- The quality of the scientific evidence is critical to establish strong and effective relationships with KOLs.
- Corporate reputation and product recognition are also essential to expect a clear commitment from KOLs.

### KOLs engagement & Influencing factors

**Global & International KOLs engaged at Phase III and Launch phase**

- **Launch phase**: 44%
- **Phase III**: 56%

**Factors influencing KOL relationships**

- Competitive landscape: 4.91
- Therapeutic area: 4.95
- Product recognition: 5.74
- Corporate reputation: 5.86
- Quality of scientific evidence: 8.00

*Sources: Arx Research (2017) – Smart Pharma Consulting analyses*
2. Strategic KOL Engagement Planning

The hybrid and centralized management of KOLs are viewed as optimal by interviewees as they enable better coordinated and more consistent interactions. 

**KOLs management by pharma companies**

- **KOL Management responsibility at pharma companies**
  - Functional: Medical Affairs - 94%, Clinical Affairs/Operations - 55%, Marketing - 52%, R&D - 32%
  - Budget: Medical Affairs - 87%, Clinical Affairs/Operations - 39%, Marketing - 55%, R&D - 29%

- **KOL Management organization at pharma companies**
  - Current N=33: Hybrid - 40%, Centralized - 27%, Decentralized - 33%, Other* - 3%
  - Optimal N=29: Hybrid - 38%, Centralized - 48%, Decentralized - 11%

- Functional and budget responsibility for KOL management are mainly in the hands of Medical Affairs departments.

- Decentralized organizations are used by 40% of companies but recommended by only 3% of them due to lack of coordination and consistency.

Sources: Best Practices, LLC (2014 & 2016) based on 33 companies, amongst which: AbbVie, Amgen, Bayer, Genentech, Genzyme, Janssen, Merck & Co, Pfizer, Roche – Smart Pharma Consulting analyses

* One respondent considers there is no ideal system to manage KOLs. It depends on the business needs.
If KOLs services are mainly focused on clinical research, clinical advisory boards and disease state awareness exchanges; their impact is most often not formally evaluated.

Main KOLs services & assessment

**Most important services carried out by KOLs**

- Marketing advisory board: 56
- Consulting opportunities: 64
- Off-label discussion: 66
- Speaker training: 78
- Peer-to-peer presentations: 83
- Disease state awareness: 105
- Medical advisory boards: 107
- Clinical research: 114

**Evaluation of KOL Management & Engagement**

- Other: 21%
- Return on investment: 8%
- KOL utilization level: 8%
- No evaluation: 13%
- KOL feedback: 25%
- No formal evaluation: 29%

Note: Score based on the average importance rating (0 to 5) multiplied by the number of respondents per activity

- Clinical research support, participation to medical advisory boards and disease state awareness are viewed as the most important KOLs activities
- There is no formal nor systematic measurement of the impact of KOLs engagement carried out by most of the pharma companies from the panel

Sources: Best Practices, LLC (2014 & 2016) based on 33 companies, amongst which: AbbVie, Amgen, Bayer, Genentech, Genzyme, Janssen, Merck & Co, Pfizer, Roche – Smart Pharma Consulting analyses
2. Strategic KOL Engagement Planning

Few of the 8 benchmarked pharma companies have put in place a systematic and formalized process to qualify and select Global KOLs.

**Global KOLs qualification & selection**

**Main criteria to select Global KOLs**

- Skills: 3
- Membership to cooperative groups: 3
- Scope of influence / Reputation: 5
- Involvement in the crafting of guidelines: 5
- Publications: 8

**Data gathering**

- Process: Formal process
- Sources: Internal / external cross-check, Inputs from affiliates, External agency if new TA
- Tools: Centralized database

Note: Behavior & personality has been mentioned by one interviewee, as well as KOLs field of interest.

“In case of doubts, Global Medical Affairs may contact local Medical Affairs to get their own opinion regarding a Global KOL.”

Sources: Interviews of 8 Senior Medical executives from Bayer, BMS, Celgene, Gilead, Janssen, MSD, Pfizer, Roche
– Smart Pharma Consulting analyses

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May 2019
3. Strategic KOL Engagement Planning

According to the spontaneous statements of interviewees, Global KOLs are mainly engaged to give advice on brand positioning, produce and exchange scientific data.

Main objectives while engaging with Global KOLs

- Brand positioning: 5
- Data generation & exchange: 3

"While engaging with a KOL, we make sure he is interested by the project on which we want to involve him”

Objective setting
- No formal approach, based on specific KOL expertise and company needs

Objective alignment on product Strategic Imperatives & Critical Success Factors
- No formal alignment / no global vision
- Alignment on Global Strategic Brand Plan / R&D Plan / Global Medical Affairs Plan

Type of agreements
- Both types: 3
- Mainly Partnership-based: 2
- Mainly transactional: 3

Sources: Interviews of 8 Senior Medical executives from Bayer, BMS, Celgene, Gilead, Janssen, MSD, Pfizer, Roche – Smart Pharma Consulting analyses

1 Several answers possible
Global KOL engagement plans are most often not formalized for each KOL and their follow-up over time is far from being systematic.

**Global KOL engagement planning & execution follow-up**

Global KOL engagement plans

- Yes: 3
- No: 5

“*We prepare an engagement plan but by project rather than by KOL. We engage a KOL to carry out a project*”

Execution quality follow-up

- Yes: 3
- No: 5

“*In Europe, it is difficult to evaluate the performance of KOLs. It should be fact-based and not a judgement*”

**Main difficulties while engaging with Global KOLs**

- Poor internal alignment and multiple contact points
- Overbooked and overused KOLs

Sources: Interviews of 8 Senior Medical executives from Bayer, BMS, Celgene, Gilead, Janssen, MSD, Pfizer, Roche – Smart Pharma Consulting analyses
2. Strategic KOL Engagement Planning

The effective KOL management requires a cross-functional team working in the same direction, in a coordinated manner, with the help of a shared information system

**Strategic KOL Management components**

- **Coordinator (Primary Contact Point)**
  - Coordinates interactions with KOLs
  - Oversees the management system
  - Guarantees the quality of the collaboration

- **KOL Management System & Platform**
  - Stores information relative to:
    - KOLs profiles
    - KOL engagement plans
    - KOL interactions
  - Limits the access of certain medical information to commercial collaborators

- **Cross-functional Strategic Team**
  - Gathers and analyzes information across access, medical and commercial departments
  - Prioritizes the activities to be carried out by individual KOL according to the product needs and the KOL profile

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Sources: Best Practices, LLC (2014 & 2016) based on 33 companies, amongst which: AbbVie, Amgen, Bayer, Genentech, Genzyme, Janssen, Merck & Co, Pfizer, Roche – Smart Pharma Consulting analyses

1 Whenever required by the compliance rules – 2 Internal and external sources
2. Strategic KOL Engagement Planning

The following 4-step approach is proposed to ensure an effective and efficient Strategic KOL Engagement Planning:

1. Objective setting
   - Relationships with KOLs should be defined according to the set objectives

2. KOL Selection
   - Then, the prospective KOLs should be profiled and targeted

3. KOL Engagement
   - Once KOLs have been selected, their interactions with the pharma company and the activities they are expected to carry out should be defined and formalized in an engagement plan

4. Monitoring
   - The execution of the plan should be carefully monitored with the help of KPIs (Key Performance Indicators) and of KEIs (Key Execution Indicators)

Sources: Smart Pharma Consulting
2. Strategic KOL Engagement Planning

A 4-step approach (Introduction)

At each step, the following key questions should be carefully answered to ensure the proper implementation of the proposed Strategic KOL Engagement Planning process.

**Key questions to be answered by key step**

1. Objective setting
   - What do we expect from KOL engagement?
   - What do KOLs expect from us?
   - How to measure the impact of KOL engagement vs. the objectives and KOL satisfaction?

2. KOL Selection
   - Who are the KOLs we want to engage with?
   - Why do we want to engage with them?

3. KOL Engagement
   - Which interactions should be carried out with KOLs to reach the set objectives?

4. Monitoring

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Sources: Smart Pharma Consulting
2. Strategic KOL Engagement Planning

The global objectives set for KOL engagements should contribute – directly or indirectly – to meet the brand strategic objectives, irrespective of its life cycle position.

Objective setting

Strategic alignment

Strategic Brand Plan (2020 – 2023)

Brand Strategic Objective

- Strategic Imperative A
  - CSF A1
  - CSF A2
  - CSF A3

- Strategic Imperative B
  - CSF B1
  - CSF B2

- Strategic Imperative C
  - CSF C1
  - CSF C2
  - CSF C3

The global objective of KOL engagements must support one or several CSFs and thus, contribute to fulfill the strategic imperatives to reach the Brand Strategic Objective.

Sources: Smart Pharma Consulting
2. Strategic KOL Engagement Planning

Before defining the KOL Engagement Plan, specific objectives by KOL, consistent with the Brand Strategic Objective, must be set.

**1. Global vs. individual objective setting**

**Global objectives**

Define precisely what is expected from KOL engagement, in terms of direct or indirect benefits for the brand under development or marketed by the pharma company.

**Individual objectives set by KOL**

Define specifically what is expected from each KOL to support the product and what support each KOL expects from the pharma company, on a professional stand point.

Sources: Smart Pharma Consulting
2. Strategic KOL Engagement Planning

The objective of the KOL partnership and the corresponding activities will depend on where the product is positioned on its life cycle.

Examples of objectives along the product life cycle

- **Objective setting**
  1. Through articles, lectures, etc.
  2. Through Continuous Medical Education (CME) programs
  3. Through projects carried out with patient advocacy groups (PAGs)
  4. Investigator Initiated Trials

Product life cycle:
- Research & pre-clinical phases
- Phase I
- Phase II
- Phase III
- Approval
- Pricing & reimbursement
- Marketing
- Commercial phase

Examples of KOL roles:
- Identification of pharmacological targets
- Identification of unmet medical needs
- Implementation of R&D activities
- Advice on target product profile and labelling
- Presentation of clinical results and of product benefits to regulators and payers
- Product awareness building & influence on prescribing choices
- Participation in medical education programs
- Contribution to patient management programs
- Real World Data generation/phase IV studies
- IIT

Sources: Adapted from GBI Research, Market Rx, by Smart Pharma Consulting

Strategic KOL Engagement Planning for a better Efficacy & Efficiency
## 2. Strategic KOL Engagement Planning

The selection phase consists in a 4-step process leading to a pool of KOLs with whom to engage to benefit (directly or indirectly) the brand.

### Methodology

<table>
<thead>
<tr>
<th>Selection criteria</th>
<th>Key questions</th>
<th>What to do?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>What are the relevant selection criteria to be used considering the final objective?</td>
<td>Review the relevant criteria (e.g. level of influence, scope of influence, scientific/media awareness, membership of a network, presence in Internet, etc.)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Select a limited number of relevant criteria</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KOLs profiling</th>
<th>Key questions</th>
<th>What to do?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>What information should be collected?</td>
<td>Review internal / external databases to qualify KOLs</td>
</tr>
<tr>
<td></td>
<td>How to collect and analyze this information?</td>
<td>Assess the number of publications, quality of journal, the impact factor, Almetrics(^1), quotes, lectures during conferences and congresses, etc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KOLs segmentation</th>
<th>Key questions</th>
<th>What to do?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>What is the scope of influence and the degree of interest of the KOL for the brand and the related disease(s)?</td>
<td>Map a preselection of KOLs on a matrix according to the most relevant criteria</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Identify KOLs networks of collaboration and influence (e.g. cooperative groups)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KOLs selection</th>
<th>Key questions</th>
<th>What to do?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Who are the KOLs that should be engaged?</td>
<td>Select the KOLs</td>
</tr>
<tr>
<td></td>
<td>For which kind of engagement?</td>
<td>Preliminarily define the types of engagement to carry out with the selected KOLs</td>
</tr>
</tbody>
</table>

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\(^1\) Collects and collates disparate information on the online activity surrounding scholarly content.
2. Strategic KOL Engagement Planning

Relevant selection criteria and gathering of accurate and reliable information about the KOLs profiles are of utmost importance to optimize the value of their engagement.

**Screening process (illustrative)**

**Filter 1**
Field of expertise

- # of specialists

**Inclusion criteria**
- Oncology (medical, radiation and surgical oncology, hematology, brain cancer, etc.)
- Cardiology (hypertension, arrhythmias, heart failure, surgery, valvopathy, etc.)
- Rheumatology (osteoarthritis, rheumatoid arthritis, osteoarthritis, psoriatic arthritis, etc.)
- Technical expertise (design of clinical studies, biostatistics, epidemiology, public healthcare, patients adherence, etc.)

**Filter 2**
Level of reputation & influence

- Discarded physicians
- Pre-selected physicians

**Inclusion criteria**
- Reputation of the hospital/ward the KOL works for
- Reputation of the KOL (based on status, honors, publications, etc.)
- Power of influence (on peers, health authorities, PAGs\(^1\))
- Scope of influence (global, international, national, local)

**Filter 3**
Potential interest

- Discarded physicians
- Pre-selected physicians

**Inclusion criteria**
- Inclination to communicate (in a neutral or positive way)
- Communication skills (written and/or verbal)

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Sources: Smart Pharma Consulting

\(^1\) Patient advocacy groups
## 2. Strategic KOL Engagement Planning

### Qualification of KOLs

Qualification of KOLs should be documented with reliable and real-time data collected through desk research and field research (e.g. interviews of peers, pre-identified KOLs).

### How to qualify KOLs? (1/2)

<table>
<thead>
<tr>
<th>What data to collect?</th>
<th>How to collect data?</th>
<th>How to analyze data?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education</strong> (e.g. university – hospital)</td>
<td>Internet search, direct search</td>
<td>Being head of hospital and professor is a plus</td>
</tr>
<tr>
<td><strong>Medical activity/position</strong> (e.g. specialty, medical department, status in the medical department)</td>
<td>Field research (e.g. peers, hospital pharmacists interviews, etc.)</td>
<td>Reputation of the hospital/teaching hospital or of the private institution where the KOL works should be considered</td>
</tr>
<tr>
<td><strong>Teaching activity/position</strong> (e.g. topics taught, professor, lecturer)</td>
<td>Probing by collaborators from the medical department (e.g. MSLs(^1)) and collaborators from other departments of the pharma companies (data could be stored and shared on a platform)</td>
<td>Global or International scopes of influence are preferable, in general, to national or local levels (but it depends on the objective)</td>
</tr>
<tr>
<td><strong>Field of expertise and interest</strong> (e.g. specific disease, pharmacological route, mode of action, medical technique)</td>
<td>KOL Management vendors (e.g. Truven; KOL, LLC; OpenQ; Veeva Systems)</td>
<td>Being a member of the management board of a learned society is a plus in terms of potential level of influence</td>
</tr>
<tr>
<td><strong>Membership in learned societies</strong> (titles / positions / activities) and/or in more or less structured networks</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Sources: Smart Pharma Consulting

\(^1\) Medical Science Liaisons
## 2. Strategic KOL Engagement Planning

Qualification of KOLs should be documented with reliable and real-time data collected through desk research and field research (e.g. interviews of peers, pre-identified KOLs)

### How to qualify KOLs? (2/2)

<table>
<thead>
<tr>
<th>What data to collect?</th>
<th>How to collect data?</th>
<th>How to analyze data?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communication activities</strong></td>
<td>Review of published scientific articles (PubMed/Medline, Google scholar, Expertscape, Cochrane Library)</td>
<td>The higher the impact factor is, the better</td>
</tr>
<tr>
<td>- # articles published (impact factor(^1), Almetrics(^2), peer-/non peer reviewed journals, principal investigator (PI), etc.)</td>
<td></td>
<td>KOLs should be ideally positioned as 1(^{st}) or last author in articles</td>
</tr>
<tr>
<td>- # of training/teaching activities p.a. (CME(^3))</td>
<td>Evaluation of training/teaching activities and lectures by interviewing peers and collaborators of pharma companies</td>
<td>A high number of training/teaching seminars and lectures is a plus</td>
</tr>
<tr>
<td>- # of lectures (congresses, symposiums, round tables)</td>
<td>Google searching for presence and quotes on the Internet</td>
<td>The perceived quality of articles, training, teaching and lectures should be assessed</td>
</tr>
<tr>
<td>- Presence on the Internet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- # of quotes by journalists in current year</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Partnership activities</strong></td>
<td>Review of past performances with the company or its competitors (e.g. probing by collaborators of the company)</td>
<td>Verbal (e.g. lectures, courses) and written communication (e.g. articles, websites)</td>
</tr>
<tr>
<td>- Types of activities (e.g. lectures, clinical investigations, advisory boards)</td>
<td>Interviews of peers</td>
<td>KOLs should express their field of interest over the long term and their expectations from an engagement with the pharma company</td>
</tr>
<tr>
<td>- With the company and its competitors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Potential level of interest (inclination to support the development/the proper use of a brand)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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1. It measures the average frequency with which the article has been cited in a particular year. It is used to measure the importance or rank of a journal by calculating the number of times its articles are quoted.
2. Collects and collates disparate information on the online activity surrounding scholarly content.
3. Continuous medical education
2. Strategic KOL Engagement Planning

The following table shows a proposed approach to evaluate and rank candidate KOLs to set up a list of Top Global KOLs, that should be continuously updated.

### Scoring of candidate KOLs

<table>
<thead>
<tr>
<th>Profiling parameters</th>
<th>Prof. A</th>
<th>Prof. B</th>
<th>Prof. C</th>
<th>Dr. D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pharmacological expertise</td>
<td>8</td>
<td>0</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>Academic research</td>
<td>5</td>
<td>9</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Clinical research</td>
<td>5</td>
<td>0</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Clinical practice</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>Scientific advisory board</td>
<td>8</td>
<td>8</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td><strong>Sub-total score (A)</strong></td>
<td><strong>5.2</strong></td>
<td><strong>3.4</strong></td>
<td><strong>5.6</strong></td>
<td><strong>4.0</strong></td>
</tr>
<tr>
<td>Publication record</td>
<td>8</td>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Speaker record</td>
<td>3</td>
<td>4</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Communicate skills</td>
<td>6</td>
<td>6</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Density of the network</td>
<td>5</td>
<td>7</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td><strong>Sub-total score (B)</strong></td>
<td><strong>5.5</strong></td>
<td><strong>5.5</strong></td>
<td><strong>6.0</strong></td>
<td><strong>5.0</strong></td>
</tr>
<tr>
<td><strong>Impact Index² score (A x B)</strong></td>
<td><strong>14.3</strong></td>
<td><strong>9.4</strong></td>
<td><strong>16.8</strong></td>
<td><strong>10.0</strong></td>
</tr>
<tr>
<td>KOL degree of interest</td>
<td>Moderate</td>
<td>High</td>
<td>Moderate</td>
<td>Low</td>
</tr>
<tr>
<td><strong>Ranking</strong></td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
</tbody>
</table>

The candidate KOLs can be ranked according to their field of expertise, their associated level of recognition in these fields, and their level of awareness.

The KOL degree of interest for the product should also be considered.

The assessment could be done on a 10-point scale based on data coming from external providers, a panel of peers who will score each expert, combined with the internal insights available at the pharma companies level, etc.

This approach will help make a first cut of the Top Global KOLs that should be continuously reevaluated.
2. Strategic KOL Engagement Planning

The proposed matrix is a useful tool to prioritize the KOLs with whom to engage and to pre-define the types of collaboration to carry out with them.

### KOL targeting – Segmentation & selection

<table>
<thead>
<tr>
<th>Impact Index (Expertise x Awareness)</th>
<th>Degree of Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Moderate</td>
<td>Moderate</td>
</tr>
<tr>
<td>Low</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

- The proposed matrix facilitates the **final selection** (targeting) of pre-selected KOLs based on their:
  - **Impact index** (combining their degree of expertise and awareness)
  - **Potential interest**

- The **impact index** reflects the KOLs' ability to influence other stakeholders (i.e. HCPs, policy makers, payers, patients, PAGs)

- The **degree of interest** reflects the KOLs' willingness to support:
  - The development of the company brand
  - The proper use of the brand, once marketed

- The **network** of KOLs should also be considered.

---

*Sources: Smart Pharma Consulting*
2. Strategic KOL Engagement Planning

To convince KOLs to partner, it is important to consider their expectations and to highlight the benefits they will draw from it in terms of professional development.

How to convince KOLs to partner?

What do KOLs want through engagements?

- The selection of KOLs should consider the benefits they can offer to the pharma companies and the benefits the pharma companies can offer to them.
- For so doing, the following questions should be addressed:
  - Is the KOL yet a partner of the pharma company?
  - What has been qualitatively and quantitatively his level of involvement?
  - What has been his feedback (level of satisfaction) from previous collaborations?
  - What is his mid- to long-term professional ambition?
  - What does he expect from collaborations with pharma companies?
  - Is he looking for a long-term partnership or a “fee-for-service” transaction?

What should pharma companies propose to KOLs?

- Based on KOLs professional expectations, pharma companies can propose ideas of “win-win” activities to be carried out through engagements.
- The benefits the KOLs will draw in terms of personal awareness and competence development through the engagement should be emphasized:
  - Opportunity to participate in publication of articles, interviews in media, presentations during congresses, lectures during medical meetings, etc.
  - Provide expert opinion/guidance and/or…
  - … opportunity to participate in clinical research (e.g. clinical trials) or to carry out IITs\(^1\)
  - Professional development through the access to recent information, to high education programs\(^2\), by working in new research/medical areas, etc.

Sources: Smart Pharma Consulting

\(^1\) Investigator Initiated Trials
\(^2\) Especially for Rising Opinion Leaders
2. Strategic KOL Engagement Planning

Pharma companies should be able to manage dynamically their selected KOLs by attracting newcomers and putting an end to some existing collaborations.

**Dynamic management of selected KOLs**

**Entering KOLs**

- KOLs entering the reservoir of partners should fulfill specific objectives.
- Depending on the needs to be fulfilled, the expertise and motives of the KOL, the expected engagement will be:
  - Either strategic and renewed for several years (partnership)
  - Or tactic and carried out on an ad-hoc basis (transaction) for a specific activity (e.g. lecture, clinical study)

**Current pool of selected KOLs**

- Guidance for new product development
- Data generation (pre-clinical or clinical)
- Creation of credible and persuasive medical content
- Advice regarding product strategy (e.g. positioning)
- Facilitation of patient access to new therapies

- To manage dynamically – and efficiently – a pool of KOLs, it is important to stick to certain rules:
  - The objective of the collaboration should be clearly set to avoid any misunderstanding
  - The expected engagement from the KOL and services from the pharma company should be specifically defined
  - The fulfilment of the contractual obligations should be closely monitored and the gaps, if any, filled up by mutual agreement

**Leaving KOLs**

- KOLs may leave the reservoir of partners on the basis of a:
  - Joint decision (e.g. completion of an ad-hoc agreement)
  - Decision made by the pharma company (e.g. engagement not satisfactorily fulfilled, difficulty to collaborate with the KOL)
  - Decision made by the KOL (e.g. mismanagement of the relationship by the company, lack of interest in the product or the requested activities)

Sources: Smart Pharma Consulting
2. Strategic KOL Engagement Planning

Pharma companies should balance what they expect from KOLs in terms of activities and what they give them in terms of services to ensure a win-win partnership.

Services proposed to & activities carried out by KOLs

KOL Digital Platform (2.0)¹

- Access to scientific information (e.g. articles, databases, expert reports, clinical cases)
- Technical support to publish articles (e.g. medical writing, proof reading, peer pre-review)
- Slide kits for training/teaching programs
- Organization of peer meetings with top international KOLs (e.g. congresses, symposiums, forums, etc.)
- Technical & funding support for Investigator Initiated Studies
- Ad hoc support on demand basis (e.g. media training, training on statistics, change management in a ward)

KOL Manager²

Activities carried out by KOLs (Illustrative)

- Participation to scientific studies
- Article writing
- Lectures during symposia
- Advisory board member
- Promotion material review⁵
- Participation to internal meetings⁴
- Training of peers / CME³
- Press conference

Sources: Smart Pharma Consulting

¹ Access limited to KOLs – ² Each KOL should have a dedicated KOL Manager (e.g. a MSL) – ³ Continuous Medical Education – ⁴ Such as lectures to sales forces, face-to-face meetings with the marketing team, etc. – ⁵ Such as visual aids, leaflets for patients
2. Strategic KOL Engagement Planning

If KOLs share the objective of the pharma company and accept to communicate, the following means can influence medical practices and help better position products.

### Potential value of KOL activities (1/2)

- **KOLs may support the pharma company priorities by communicating in scientific journals, professional magazines or lay press regarding:**
  - New medical approaches, new guidelines, patient management, etc.
  - The position of its products in the therapeutic strategy

- **Press conferences enable to have indirectly access to a larger number of readers**
- The messages conveyed by KOLs may sometimes be modified by journalists
- It is rare for KOLs to make strong statements in favor of a product during a press conference

- **While giving lectures, KOLs may accept to cover topics of interest for the company…**
  - … and/or to position its product vs. direct competitors or indirect therapeutic alternatives based on scientific data/rationale
  - KOLs may also share their own experience as a prescriber of the company products

- **Press writing**
  - Perceived reliability by readers: \(H\)
  - Number of exposed readers: \(L-H\)

- **Lectures during symposia**
  - Perceived reliability by participants: \(M\)
  - Number of exposed attendants: \(L\)

- **Press conference**
  - Perceived reliability by readers: \(M\)
  - Number of exposed readers: \(M-H\)

- **Training of peers / CME\(^1\)**
  - Perceived reliability by participants: \(M-H\)
  - Number of exposed attendants: \(M\)

---

Sources: Smart Pharma Consulting

\(^1\) Continuous Medical Education – \(^2\) Physicians, pharmacists, nurses, etc.
2. Strategic KOL Engagement Planning

KOLs can be of great value through direct collaboration (by training, informing, giving advice, etc.) with medical and marketing teams of the pharma company.

**Potential value of KOL activities (2/2)**

- **Participation to internal meetings**
  - KOLs may play an effective role during internal meetings by:
    - Informing / training medico-marketing teams about scientific trends and position of competitors
    - Being invited as a “guest star” to show collaborators the ability of the pharma company to partner with top medical leaders
    - Playing a role with sales reps (e.g. selling forums)

- **Participation to scientific studies**
  - KOLs, especially if they are supposed to sign or co-sign the corresponding publication, may be very helpful to:
    - Participate to the design of the study
    - Carry out the study (either about a given pathology only or a pathology & its treatments involving the pharmaceutical company product)
  - Involvement of KOLs in medical/clinical studies will depend on their field of interest

- **Advisory board member**
  - Advisory board meetings with KOLs should be preferred to individual meetings with KOLs when the objective is to get advice on:
    - Estimating the impact of key market trends:
      - Scientific innovation
      - New product development
      - Evidence generation
      - Market access strategy
      - Marketing strategy (positioning)
    - New ideas or concepts

- **Promo material review**
  - KOLs may collaborate with the marketing team by contributing to the creation of promotional materials
  - Thus, they can create value by:
    - Suggesting messages
    - Developing a scientific rationale to support messages/claims of the products
    - Assessing and editing the content of promotional materials (visual aid, booklet…)

*Sources: Smart Pharma Consulting*
## 2. Strategic KOL Engagement Planning

A comprehensive KOL engagement strategy requires from pharma companies to gain an in-depth understanding of KOL challenges, motivators and expectations.

### KOLs challenges – motivators – expectations

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Motivators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trusting pharma: product efficacy and safety, corporate reputation and service quality</td>
<td>Prestige and renown</td>
</tr>
<tr>
<td>Pharma engagement approach: transactional arrangement vs. real relationship, multiple contact points</td>
<td>Better healthcare outcomes</td>
</tr>
<tr>
<td>Time and doctor/patient ratio</td>
<td>Scientific journals and publications</td>
</tr>
<tr>
<td>Regulation: compliance, accountability, disclosure of compensation from pharma companies</td>
<td>Membership in advisory boards, steering committees</td>
</tr>
<tr>
<td></td>
<td>Formulation of guidelines and medical policies</td>
</tr>
<tr>
<td></td>
<td>Speaking opportunities at congresses, symposia</td>
</tr>
<tr>
<td></td>
<td>Participation in clinical trials and academic researches</td>
</tr>
</tbody>
</table>

### Expectations from pharma companies

- Fair market value remuneration
- Presence in KOLs field of expertise
- Consistency, communication, support and interaction
- Value-adding interactions with pharma companies collaborators
- Research assistance
- Credibility and commitment to patient care
- Continuous engagement
- Genuine involvement & meaningful partnerships
- Transparency

“One goal that most KOLs share is to capture attention and prestige within their community”

Sources: Pharma's Guide to Effective KOL Engagement, Phanish Chandra (August 2017) – Smart Pharma Consulting
In general, the most common criticisms by KOLs at pharma companies are related to absence of true partnerships and of cohesive internal strategy and processes.

### Top 10 poor pharma companies practices & key learnings

<table>
<thead>
<tr>
<th>Top 10 poor practices</th>
<th>Key learnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. “30-page confidentiality agreement”</td>
<td>• Set clear objectives</td>
</tr>
<tr>
<td>2. Unclear unspoken objectives</td>
<td>• Favor partnership-based to transactional agreements</td>
</tr>
<tr>
<td>3. Inconsistent honoraria payments across projects</td>
<td>• Consider what KOLs want from a relationship with pharma companies</td>
</tr>
<tr>
<td>4. Strong commercial bias in discussions about treatments</td>
<td>• Ensure a transparent communication</td>
</tr>
<tr>
<td>5. Lack of listening</td>
<td>• Have a clear demarcation between commercial, medical and clinical needs (and others, if needed)</td>
</tr>
<tr>
<td>6. Lack of on-going communication</td>
<td>• Ensure a consistent and coordinated communication between the pharma company and the KOLs</td>
</tr>
<tr>
<td>7. Sporadic approach: “No follow-up to show how they used our input or what they did”</td>
<td></td>
</tr>
<tr>
<td>8. “17 different people from the same company contacted me in the course of one month”</td>
<td></td>
</tr>
<tr>
<td>9. Changes in staff: “I never know who is who”</td>
<td></td>
</tr>
<tr>
<td>10. Relationship held by the CRO</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Study carried out in the UK, Uptake Strategies (January 2014) – Smart Pharma Consulting analyses
The development of a KOL Engagement Plan is a centerpiece to maximize the probability of success while partnering with KOLs

KOL engagement plan (1/2)

- The development of a clear – precise – concise and shared engagement (activity) plan, between KOLs and pharma companies – will ensure that:
  - Objectives of collaboration are well understood and agreed upon
  - Reciprocal expectations are well defined and accepted
  - Respective commitments are fulfilled and in due time

- The preparation of an engagement plan increases the probability of success of the partnership over time…

- ... and minimizes the risks of mutual disappointments

- The KOL Engagement Plan (KEP) will facilitate the coordination and the communication across the pharma company and thus optimize synergies across market access, medical and marketing departments
2. Strategic KOL Engagement Planning

To build a useful and effective KOL Engagement Plan, it is recommended to follow the 5-step process proposed here-below:

1. Design of templates that can be shared with KOLs and the pharma company collaborators (i.e. from market access, medical, marketing departments)

2. Filling up of the plan by the pharma company collaborators assigned to the KOL under the supervision of the Medical Director and Marketing Director.

3. Reviewing/adjustment of the plan by the KOL and the KOL Manager:
   - Objectives
   - Services offered by the pharma company
   - Activities carried out by the KOL
   - Fees (if any) at a fair market value
   - Monitoring process of services/activities

4. Follow-up of the plan:
   - Prepare the planned services/activities
   - Analyze the quality of execution of these services/activities
   - Reconsider – if not anymore relevant – planned services/activities

5. Assessment of the engagement by:
   - The KOL Manager and the KOL to measure the level of mutual satisfaction and decide about potential adjustments.
   - A committee incl.: the Medical Director, the Marketing Director, the KOL Manager to evaluate the KOL engagement and decide about potential adjustments.

"To find common ground is a key success factor in KOL engagement"
2. Strategic KOL Engagement Planning

Individual KOL Engagement Plans should be co-developed by the KOL and the pharma company to avoid any misunderstanding and subsequent disappointments.

Development of KOL Engagement Plans

- The KOL engagement plan should be developed to support the Brand Strategic Objective as per the Strategic Brand Plan.
- Each individual KOL engagement plan should be designed accordingly and be consolidated in a single document.
- The Consolidated KOL Engagement Plan can cover a period lasting from one year to 3 or even 5 years, depending on the product position on its life cycle.

Strategic Brand Plan (2020 – 2023)

Sources: Smart Pharma Consulting
2. Strategic KOL Engagement Planning

The KOL Engagement Plan should be formalized in a document that could be structured as proposed in the table of contents, here-below

**Structure of a Consolidated KOL engagement plan**

<table>
<thead>
<tr>
<th>Table of Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
</tr>
<tr>
<td>- Brand Strategic objective (vision)</td>
</tr>
<tr>
<td>- Brand Strategic Imperatives &amp; Critical Success Factors</td>
</tr>
<tr>
<td>- Brand development priorities (3-year perspective)</td>
</tr>
<tr>
<td>Expected contribution from the pool of Global KOLs</td>
</tr>
<tr>
<td>Expected contribution from individual Global KOLs</td>
</tr>
<tr>
<td>- Type of agreement (ad-hoc, partnership, duration, etc.)</td>
</tr>
<tr>
<td>- Key activity selection (e.g. advisory board meeting, lecture, clinical study, peer-to-peer trainings)</td>
</tr>
<tr>
<td>- Key activity description (e.g. objective, timing, accountability, budget)</td>
</tr>
<tr>
<td>- Key activity monitoring (e.g. KPIs and KEIs)</td>
</tr>
</tbody>
</table>

---

Sources: Smart Pharma Consulting

1 Key performance indicators – 2 Key execution indicators
## 2. Strategic KOL Engagement Planning

The KOL Engagement Plan should include key information extracted from the KOL database, specify the objectives of the collaboration, its scope and duration

### Individual KOL engagement plan – ID Card

<table>
<thead>
<tr>
<th>KOL name</th>
<th>First name – surname</th>
<th>Medical status</th>
<th>Medical setting</th>
<th>Expertise</th>
<th>Awareness</th>
<th>Impact Index (^1)</th>
<th>Degree of Interest</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>MD – head of medical department – professor of medicine, etc.</td>
<td>Private hospital – Public hospital – Teaching hospital</td>
<td>E.g. therapeutic area, organ, pharmacology, academic and/or clinical research, scientific advisory boards, etc.</td>
<td>Publications – Lectures – Communication skills - Network</td>
<td>Numerical scale to be determined</td>
<td>Low – Moderate – High</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Points of vigilance</td>
<td>E.g. mobility, adherence to deadlines, quality of presentation documents, etc.</td>
<td>Points of vigilance</td>
<td></td>
<td>Points of vigilance</td>
<td>Points of vigilance</td>
<td></td>
</tr>
</tbody>
</table>

### Primary objectives of the collaboration

- Specific activities planned within the engagement \(^1\)

### Type of agreement

- Transactional agreement:
- Partnership agreement:

### Duration of the agreement

- Annual: from: ---/---/--- to: ---/---/---
- Multi-year: from: ---/---/--- to: ---/---/---

---

1 Examples: Development of a digital tool to improve patients adherence, coordination of a multi-centric study, expert support to estimate the medico-economic value of a new product, lectures during medical meetings organized with peers, etc.

Sources: Smart Pharma Consulting

---
2. Strategic KOL Engagement Planning

The KOL Engagement Plan should describe the activities the KOL is engaged to carry out to meet specific objectives, and it should include monitoring indicators.

## Individual KOL Engagement Plan – KOL Activity Card

<table>
<thead>
<tr>
<th>KOL Activity</th>
<th>Objectives</th>
<th>Pharma company contact point</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecture, training of peers, advisory board, press conference, article writing, IIS, clinical study, etc.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Key implementation steps

<table>
<thead>
<tr>
<th>Key implementation steps</th>
<th>Timing</th>
<th>Points of caution</th>
<th>Expected output / value of the activity for…</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>… the KOL herself/himself</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>… the pharma company</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>… 3rd parties</td>
</tr>
</tbody>
</table>

### Feasibility (High – Moderate – Low)

<table>
<thead>
<tr>
<th>Technical</th>
<th>Regulatory</th>
<th>Financial</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Key Execution Indicators

- These indicators measure the quality of execution of the activity.

### Key Performance Indicators

- These indicators measure the impact (output/value/benefit) of the activity for the different targets (the KOL, the pharma company and possibly for 3rd parties, like peers, patients, PAGs).
The KOL Engagement Plan should also describe, plan and follow up the services proposed to the KOL, as a constituent of the partnership-based agreement signed.

### Individual KOL Engagement Plan – Partnership-based Service Card

<table>
<thead>
<tr>
<th>Key implementation steps</th>
<th>Timing</th>
<th>Points of caution</th>
<th>Expected output / value of the service for…</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>... the KOL herself/himself</td>
</tr>
<tr>
<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

**Pharma company services**: Access to scientific information, technical support to publish articles, provision of training/teaching materials, organization of peer meetings, etc.

**Objectives**

<table>
<thead>
<tr>
<th>Feasibility (High – Moderate – Low)</th>
<th>Key Execution Indicators</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>•</td>
<td>• These indicators measure the quality of execution of the service provided to the KOL</td>
</tr>
<tr>
<td>Regulatory</td>
<td>•</td>
<td>• These indicators measure the impact of the service provided to the KOL</td>
</tr>
<tr>
<td>Financial</td>
<td>•</td>
<td>•</td>
</tr>
</tbody>
</table>

**Points of caution**

- ...
- ...
- ...
- ...
- ...
- ...
- ...
- ...
- ...

**Expected output / value of the service for…**

- ... the KOL herself/himself
- ... the pharma company

---

Sources: Smart Pharma Consulting
2. Strategic KOL Engagement Planning

Key execution and performance indicators are essential to optimize the chance of a proper execution of services / activities and of a win-win partnership

Examples of tools to monitor engagements with KOLs (1/2)

<table>
<thead>
<tr>
<th>KOLs activities</th>
<th>Key execution indicators (KEIs)</th>
<th>Key performance indicators (KPIs)</th>
</tr>
</thead>
</table>
| Lecture during symposia or congresses | • Interest (10-point scale)  
  • Utility (10-point scale) | • Global level of satisfaction of attendees (10-point scale)  
  • Inclination of attendees to support & prescribe the product:  
    – Number of lectures/trainings/publications  
    – Quality/objectivity of messages conveyed to peers, pharmacists, PAGs, etc. |
| Training of peers            | • Practicality (10-point scale)  
  • Implementation\(^1\) (10-point scale) |                                                                                                                                               |
| Article writing              | • Acceptance by recognized journals (scientific, medical, or in lay press, etc.)  
  • Post on highly regarded websites | • Impact factor and Altmetrics\(^2\) (for scientific / medical journals)  
  • Number of broadcasted issues for lay press  
  • Number of views / likes on Internet  
  • Contribution of content to support the product |
| Press conference             | • Number and quality of press conferences conducted                           |                                                                                                                                               |
| Participation in scientific studies | • Implementation (number of patients recruited, timing, actual costs vs. budget) | • Publication of an article in a renowned scientific journal  
  • Impact of the publication on product reputation |

\(^1\) Logistics, timing, actual costs vs. budget  
\(^2\) Collects and collates disparate information on the online activity surrounding scholarly content
2. Strategic KOL Engagement Planning

Key execution and performance indicators are essential to optimize the chance of a proper execution of services/activities and of a win-win partnership.

Examples of tools to monitor engagements with KOLs (2/2)

<table>
<thead>
<tr>
<th>Pharma company services</th>
<th>Key execution indicators (KEIs)</th>
<th>Key performance indicators (KPIs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to scientific information</td>
<td>Interest (10-point scale)</td>
<td>Global level of satisfaction of KOLs (10-point scale)</td>
</tr>
<tr>
<td>Organization of peer meetings with top global/</td>
<td>Utility (10-point scale)</td>
<td>Inclination of KOLs to support the pharma company products:</td>
</tr>
<tr>
<td>international KOLs</td>
<td>Practicality (10-point scale)</td>
<td>– Number of lectures / trainings / publications</td>
</tr>
<tr>
<td>Publications support</td>
<td>Implementation(^{2}) (10-point scale)</td>
<td>– Quality/objectivity of messages conveyed to peers, pharmacists,</td>
</tr>
<tr>
<td>IIT(^{1}) support</td>
<td></td>
<td>patients, etc.</td>
</tr>
<tr>
<td>Slide kits for training / teaching programs</td>
<td></td>
<td>Increased level of KOLs awareness and reputation</td>
</tr>
<tr>
<td>Ad hoc support on demand basis</td>
<td></td>
<td>Increased level of products awareness and reputation</td>
</tr>
</tbody>
</table>

Sources: Smart Pharma Consulting

\(^{1}\) Investigator Initiated Trials – \(^{2}\) Logistics, timing, cost vs. plan
3. Conclusions

Future trends in KOL Engagement Planning

- Fewer opportunities for transactional and agreements (e.g. ad-hoc contributions such as lecture at a symposium)

- Greater independence of KOLs and increasing pro-bono contribution where mutual benefits lie (e.g. research program, lectures reinforcing their awareness)

- More independent collaboration projects, indirectly or not connected to a specific product (e.g. research program, education program, best practice sharing)

- Increasing presence, awareness and influence of KOLs on Internet

- Broader definition of KOLs from clinical expert to patient advocate, payer, academic institution, charity, etc.

- Evolving internal policies to foster transparency and compliance with industry code of practice

Sources: Study carried out in the UK, Uptake Strategies (January 2014) – Smart Pharma Consulting analyses
3. Conclusions

**Recommendations for a Successful KOL Engagement Planning**

1. Define **clear** and **precise objectives for each KOL**
2. Build a **relationship** based on an **exchange of services / activities** (vs. fee-for-service deal)
3. Make sure that **services** provided to KOLs **contribute to fulfill** their **needs/expectations**
4. Ensure an **open** and **transparent relationship**
5. Do not ask **KOLs** to **promote** your **products**, you would affect their reputation and yours
6. Make the **best use** of **KOLs limited time** by organizing useful exchanges
7. Assign a **KOL Manager** who is the KOL-preferred contact point and who ensures alignment and information sharing between all collaborators of your company in contact with her/him
8. Create a **technology platform** to **store, structure** and **share data** relative to KOL profiles and engagements (planned and achieved)

*Define internal guidelines and a control process to prevent any compliance issues that could damage your corporate reputation*

Sources: Smart Pharma Consulting
Smart Pharma Consulting
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Best regards
Jean-Michel Peny

Strategic KOL Engagement Planning
- This position paper proposes an approach and a selection of enabling tools to help pharma companies effectively and efficiently engage with KOLs (Key Opinion Leaders)
- We recommend an approach in four steps:
  1. Objective setting
  2. KOL selection
  3. KOL engagement
  4. KOL monitoring