Smart Pharma
CONSULTING

Covid-19 Outbreak
&
Business Continuity

SMART TOOL SERIES (#2)

4 Practical Recommendations

March 17, 2020

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1. Introduction

The Covid-19 outbreak is leading to an exponential increase of deaths which has obliged governments to make drastic decisions to limit the propagation of the virus in their country

- The Coronavirus disease 2019 (Covid-19) has spread in 124 countries and led to 6,500 deaths[1], especially amongst patients suffering from chronic diseases[2] and/or very old ones[3]

- Governments have implemented different strategies according to the stage of the outbreak:

  - Stage 1: The priority is to control the entry of infected people in the country through early identification

  - Stage 2: The strategy consists in slowing down the spread of the virus by identifying clusters[4] and limiting contacts with non-infected people by social-distancing (e.g. limiting people gathering) and closure policies (e.g. schools)

    WHO

  - Stage 3: This third stage corresponding to the circulation of the virus across the country, the strategy is to reduce clusters of cases and mobilize healthcare structures and healthcare professionals to limit the possible lethal effects of the virus

1. Introduction

To help pharma companies run their operations, as efficiently as possible, in a context of social-distancing and closure measures, Smart Pharma proposes 4 practical recommendations

- The business continuity of companies is getting affected by social-distancing measures and closure policies implemented by governments in the USA, the top 5 European countries[1], China and Japan which together account for ~75% of the worldwide pharma market in value

- In addition to these measures, several pharma companies have self-imposed even more restrictive measures such as:

  – Travel restrictions

  – Working from home to reduce virus transmission between colleagues and for in-field employees[2] to or from healthcare professionals

- These restrictions will be soon applied by a much larger number of pharma companies which must however continue to ensure their operations are run with as much as possible efficiency

- For so doing, Smart Pharma Consulting proposes – a non-exhaustive – list of 4 practical recommendations which can be easily and immediately implemented

1. Introduction

We have selected four themes for which we propose recommendations, especially for affiliates of pharma companies particularly affected by measures related to the Covid-19 outbreak

Activities Prioritization

E-Meeting Management

HCP Relationship Management

Collaborators Engagement

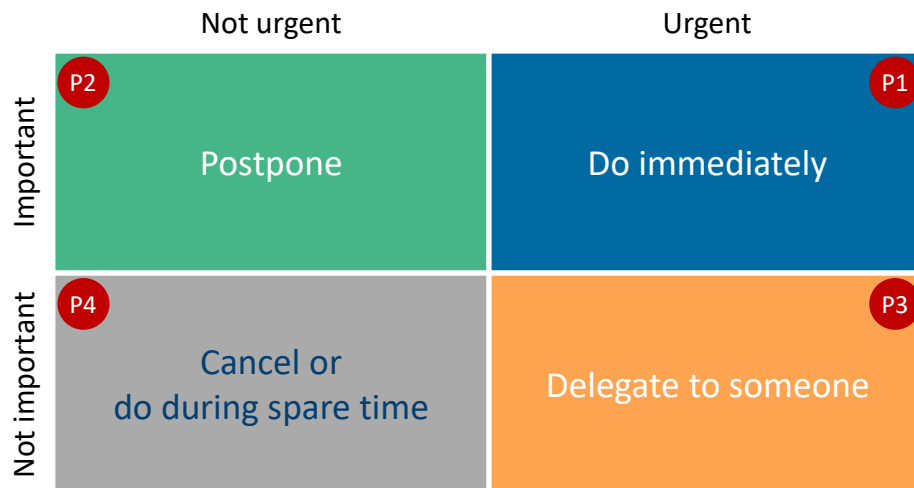*"Covid-19 situation will offer opportunities to open-minded managers with an entrepreneurial mindset"*

Sources: Smart Pharma Consulting

2. Recommendations

The Eisenhower Matrix is a practical and easy-to-use tool
to help select activities to focus on and those to postpone or cancel

Activities Prioritization (1/2)

When resources cannot be optimally mobilized,
prioritization is more than ever essential, without compromising on quality

Eisenhower[1] Matrix

	Not urgent	Urgent
Important	**P2** Postpone	**P1** Do immediately
Not important	**P4** Cancel or do during spare time	**P3** Delegate to someone

Make a specific to-do list with all the things to get done

- This Matrix is a tool to prioritize activities based on importance and urgency

- Important activities contribute to meet long-term goals and urgent ones to meet short-term goals, requiring immediate action

- A great attention should be paid at evaluating:
  - What activities should be done?
  - When and by whom?

- This matrix helps sort out activities to focus on and those that should be postponed or even ignored

- A daily, weekly, monthly… schedule of activities will be set considering their degree of priority based on importance and urgency

P *Priority ranking*

[1] *Dwight D. Eisenhower was the 34th President of the United States from 1953 to 1961. Before becoming President, he served as a five-star general in the United States Army and as the Allied Forces Supreme Commander in Europe during World War II. He also later became NATO's first Supreme Commander*

2. Recommendations

Take time to plan carefully your activities and you will end up saving time

Activities Prioritization (2/2)

Activity Planning Tools

Weekly time log	Monday	Tuesday	Wednesday	Thursday	Friday
Morning					
Lunchtime					
Afternoon					
Evening					

Morning time log	Activities	Priority[1]	Afternoon Time log	Activities	Priority[1]	Remarks
≤8:30			14:00			
9:00			14:30			
9:30			15:00			
10:00			15:30			
10:30			16:00			
11:00			16:30			
11:30			17:00			
12:00			17:30			
12:30			18:00			
13:00			18:30			
13:30			≥19:00			

- The purpose of this tool is to help you organize your activity and make sure you will focus your time and effort at your 2-3 top priorities (P1) to reach your main goals and set deadlines

- It is not only a planning tool but also a diagnostic tool to check if you allocate your time in an optimal way

- Your most challenging[2] activities should be slotted into your most productive (high-energy) time of the day

- The time log should be filled up (on a notebook or an electronic device[3]), ideally, at the end of the previous week or day, accordingly, which should not take more than 10-15 minutes

[1] From P1 to P4 as per the Eisenhower Matrix – [2] Such creativity sessions, decision-making activities, complex analyses, assessment of collaborators performance, etc. – [3] Such as a simple Excel spreadsheet, Outlook or a more specific tool like Trello, Taskworld

2. Recommendations

If well-prepared and properly managed to keep all participants engaged, E-meeting may be as effective as face-to-face meetings, while saving time and money

E-Meeting Management (1/2)

Social-distancing and closure measures to limit transmission of the Covid-19 oblige companies to replace face-to-face meetings by virtual or remote meeting

7 Tips for Proper E-meeting Preparation

1. Communicate the goals of the meeting

2. Prepare & send a detailed agenda	3. Communicate what is expected from participants
4. Send participants call-in information / access codes	5. Assign responsibilities to participants
6. Use a proper video conference software	7. Open the session 2-3 minutes ahead of time

1. Setting clear meeting goals will help define who should attend

2. A detailed agenda, with timelines (considering different time zones, if any) should be defined and sent to participants[1] in advance…

3. … along with background information and their respective role, for review and preparation

4. Participants should get the information to call into the meeting

5. Some of them will be assigned responsibilities such as: facilitator, time-keeper, note-taker, bridge moderator[2], technical support[3]

6. The most widely used tools for video conferences, in business environment are: Zoom, Skype (Microsoft), Webex (Cisco), knowing none of them is free from dysfunction

7. The host will check, few minutes ahead of time, that the teleconference tool works properly, so that to start on time

[1] Only necessary people should be invited. People may be invited for only part of the meeting – [2] Someone who ensures that there is a linkage between all participants, making sure that everyone can hear, see and speak – [3] This role can be assigned to a participant or a technician who does not attend the meeting but who can be contacted for immediate help to address technical problems

2. Recommendations

The strict implementation of the following 10 tips will help run successfully E-meetings

E-Meeting Management (2/2)

10 Tips to well-run an E-meeting

E-Meeting Starter	E-Meeting Running	E-Meeting Follow-up

E-Meeting Starter

1. Use an icebreaker to create a positive atmosphere and get people on board

2. Recall the goals of the e-mail and what is expected from each participant

3. Show the agenda (with short breaks of 5-10 minutes every hour or hour and half)

4. Set meeting ground rules

E-Meeting Running

5. Maximize discussion time over presentation time[1]

6. Give a chance to each participant to express himself

7. Avoid people speaking over each other by ensuring a strict application of E-meetings ground rules

8. Keep participants engaged and the meeting interactive by:
   - Making short talk
   - Calling on them to give regularly their opinion
   - Using video (shared screen, camera, etc.)
   - Putting the microphone on mute when not talking to avoid background noise

E-Meeting Follow-up

9. Send a clear – precise – concise follow-up e-mail that summarizes:
   - Key information shared
   - Decisions made
   - Key takeaways
   - Actions to be carried out and by whom

10. A minute will be sent out to people who need to be kept informed about the outcomes

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Sources: Smart Pharma Consulting, Bob Frisch & al. HBR, March 05, 2020

[1] *Presentations should not last more than 20 minutes. Background information can be sent in advance to participants*

2. Recommendations

Pharma companies should consider the individual position of HCPs and of their in-field collaborators before deciding which strategy to adopt to stay connected to their "clients"

HCP Relationship Management (1/2)

Social-distancing measures and HCPs increasing workloads due to the Covid-19 outbreak prevent in-field collaborators from maintaining regular contacts with their "clients"

Situation Analysis

In-field collaborators

Healthcare Professionals

|	F/F Interactions	E-Interactions
F/F Interactions	✓	✗
E-Interactions	✗	✓
No Interactions	✗	✗

- In the context of the Covid-19 outbreak, in-field collaborators[1] are facing strong difficulties to maintain interactions with HCPs
- HCPs can adopt 4 behaviors vis-à-vis in-field collaborators:
  - Refuse all types of interactions with in-field collaborators
  - Accept F/F (face-to-face) interactions only
  - Accept E-interactions (i.e. remote) only
  - Accepts F/F and E-interactions
- In-field collaborators can adopt 3 behaviors:
  - Accept F/F interactions only
  - Accept E-interactions only
  - Accept F/F and E-interactions
- The challenge for pharma companies is to remain connected with their "clients" by adopting the appropriate behavior

2. Recommendations

The offering of high-value services to support HCPs, patients and/or medical institutions in the context of the Covid-19 outbreak, may be rewarding for pharma companies, if well executed

HCP Relationship Management (2/2)

Brand Preference Mix (BPM)[1]

Corporate reputation

In-field collaborators

Brand attributes

Service quality
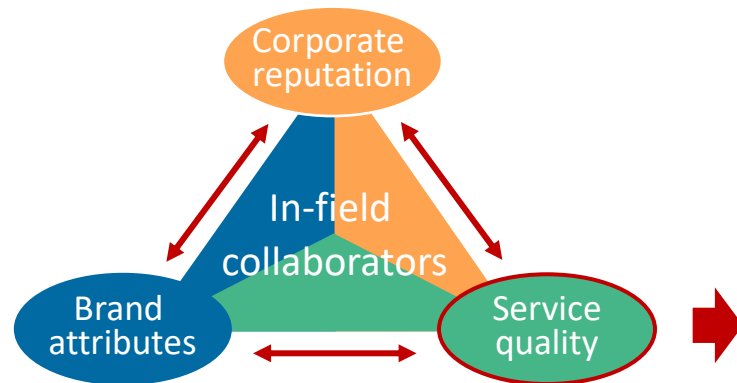
- The BPM determines the 3 drivers to be activated to enhance prescriber preference, and thus to optimize market share[1]
- In the Covid-19 context, priority should be given at offering services in relation to the outbreak

Covid-19 Outbreak-related Services

- Social-distancing and closure measures in place in most countries affected by the Covid-19 have compelled employees to stay at home
- This unfortunate situation may be an opportunity for pharma companies to offer HCPs, patients and/or institutions new services
- The proposed services should respond to a real need and be preferably connected to the management of the Covid-19 outbreak
- Pharma companies and their collaborators should be:
  - Legitimate to offer these services
  - Capable to deliver a high level of service quality
- In-field collaborators are best positioned to identify possible services
- Unsolicited communication on non-essential and urgent information regarding promoted brands would be viewed as inappropriate

2. Recommendations

While collaborators are encouraged or requested to work from home, their manager must be particularly supportive[1] and communicate regularly to reassure them and give precise direction

Collaborators Engagement (1/2)

As the Covid-19 continues to spread, governments and companies are asking people to work remotely, as much as possible, which is a real challenge in terms of motivation and engagement

No or very limited F/F interactions with colleagues ← **Office-based Employees** | **In-field Employees** → No or very limited F/F interactions with HCPs

7 Tips to Working from Home Effectively

1. Start and end your day with a routine (e.g. preparing a coffee, shutting down the computer) that defines the workday

2. Schedule breaks (e.g. one or two breaks of 10 minutes in the morning and the afternoon, plus a 45 to 60 minutes lunch break)

3. Set ground rules with household members (especially if schools and day care are closed) so that to remain concentrated on your work

4. Keep a dedicated office space for work and use a noise-canceling headphone to avoid getting distracted by family members

5. Get the right equipment (e.g. a monitor for your laptop, a printer, a proper access to Internet, a webcam) and the right applications (e.g. Microsoft Teams, Skype, GoTOMeeting, Zoom, Slack) to facilitate remote interactions

6. Interact regularly with your colleagues and manager to prevent loneliness which makes people feel less motivated and productive

7. Get clear objectives from your manager while working from home, and set up frequent (daily or at least weekly) progress meetings

[1] Especially when collaborators feel anxious and/or are not used to work from home

2. Recommendations

Collaborators could be proposed online training to further develop their skills, spend time on planning activities and be involved in a contest to propose better ways of doing business

Collaborators Engagement (2/2)

3 Suggestions to keep Collaborators Engaged and Productive[1]

Set up Online Trainings	Give Priority to Planning Activities	Launch a Creative Business Operation Contest
▪ The Covid-19 crisis offers an opportunity to propose online training courses to collaborators	▪ In general, planning activities are not devoted enough attention due to the daily workload of collaborators	▪ The disruption created by the Covid-19 outbreak is conducive to rethink business operation status quo
▪ These E-learning programs should be designed considering that most collaborators work from home[2]	▪ The crisis leading to cancelation of many meetings, the time freed up could be invested to raise the quality of plans (e.g. brand plans, in-field collaborators action plans) by:	▪ Companies should launch a "creativity contest" for its collaborators to find new ways of doing business, along their value chain, so that to:
▪ No compromise on the quality of the program should be accepted…	— Revisiting the existing ones	— Increase their operational efficacy and efficiency
▪ … nor on the relevance for the employees to undergo a specific training	— Devoting more time at developing new ones	— Better interact with and serve their "clients"

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3. Key takeaways

These recommendations intend to help pharma companies ensure the continuity of their business while complying with their internal rules and the national measures imposed by governments

Our 4 Practical Recommendations

Activities Prioritization

- Priority activities, in the context of Covid-19 outbreak, are those contributing firstly to protect the companies' collaborators, their families and clients…

- … and secondly to maintain the continuity of the business by ensuring the essential tasks[1]

E-Meeting Management

- The generalization of E-meetings, during the Covid-19 crisis, requires to train all collaborators on "best practices"…

- … and to strictly apply the corresponding rules to ensure their efficacy and efficiency

HCP Relationship Management

- Face-to-face interactions with HCPs becoming very difficult, if not impossible,…

- … in-field collaborators should try to remain connected by proposing services to help better manage the Covid-19 outbreak

Collaborators Engagement

- Collaborators, not familiar with work from home, should receive guidance and advice to adjust and be productive

- They should be proposed online trainings, devote time to build high-quality plans and participate to a "Creative Business Operation" contest ; to make the best use of time

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[1] *Such as drug manufacturing and distribution, pharmacovigilance, medical information*

Smart Pharma CONSULTING

Consulting firm dedicated to the pharmaceutical sector operating
in the complementary domains of strategy, management and organization

The Smart Tool Series

- This new series intends to provide practical tools and recommendations to enhance the efficacy and efficiency of the most important activities or processes in place within pharma companies

- Our tools and recommendations are based on both:
    - Our consulting experience in the pharma sector
    - Our research for innovative, pragmatic and useful solutions

- Each issue of this new series has been designed to be read in 15 to 20 minutes and not to exceed 20 pages

Issue #2: Covid-19 Outbreak & Business Continuity

4 Practical Recommendations

- The social-distancing and closure actions taken to limit the Covid-19 transmission are creating strong operational disruptions

- We propose 4 practical recommendations to ensure, as much as possible, business continuity

- This crisis could offer opportunities for companies to rethink the way they run their operations and to find innovative solutions

Smart Pharma Consulting Editions

- Besides our consulting activities which take 85% of our time, we are strongly engaged in sharing our knowledge and thoughts through:
    - Our teaching and training activities
    - The publication of articles, booklets, books and expert reports

- As of today, more than 80 publications in free access can be downloaded from our website

- Since 2012, we have published:
    - 18 business reports (e.g. The French Pharma Market)
    - 9 position papers in the "Best-in-Class Series"
    - 6 position papers in the "Smart Manager Series"
    - 2 position papers in the "Smart Tool Series"

- Our research activities in pharma business management and our consulting activities have shown to be highly synergistic

- We hope that this new publication will be useful for you

- We remain at your disposal to carry out consulting projects or training seminars to help you improve your operations

Best regards

Jean-Michel Peny