

How to Boost Corporate Reputation?

————— BEST-IN-CLASS SERIES # 12 —————

A practical guide for
pharma companies

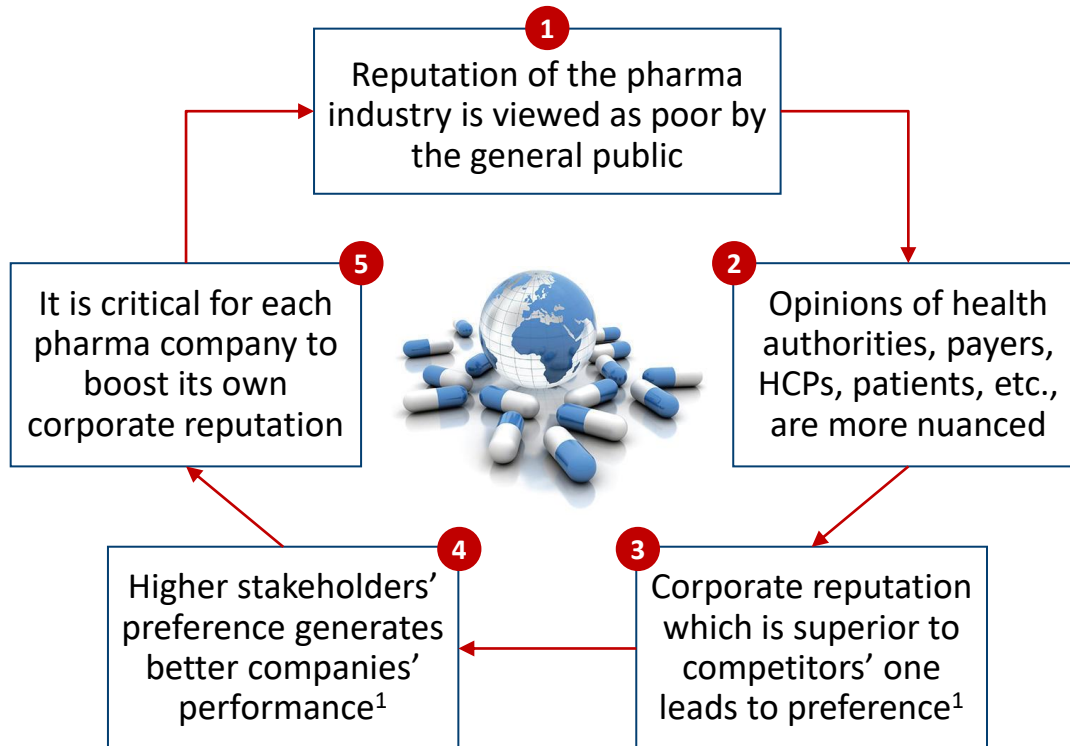
*“A strong reputation is associated with trust
and esteem, generating stakeholders’ preference”*

September 2021

This position paper analyzes the corporate reputation of the pharma industry and proposes The Pharma Reputation Booster™ approach to help affiliates improve their performance

Corporation reputation situation & solutions

Pharma industry situation



Solutions for affiliates

To enhanced their corporate reputation, at national level, affiliates can implement the Pharma Reputation Booster™ approach designed by Smart Pharma Consulting:

- Phase 1**
 - Analyze and map the key stakeholders
 - Measure affiliates' reputation with the "Pharma Reputation Index"
- Phase #2**
 - Select, by stakeholder, the key drivers to reinforce pharma companies' reputation
 - Develop an action plan and monitoring tools
- Step #3**
 - Make the reputation a priority for employees
 - Adjust the organization, whenever required
 - Design a Pharma Reputation Scorecard

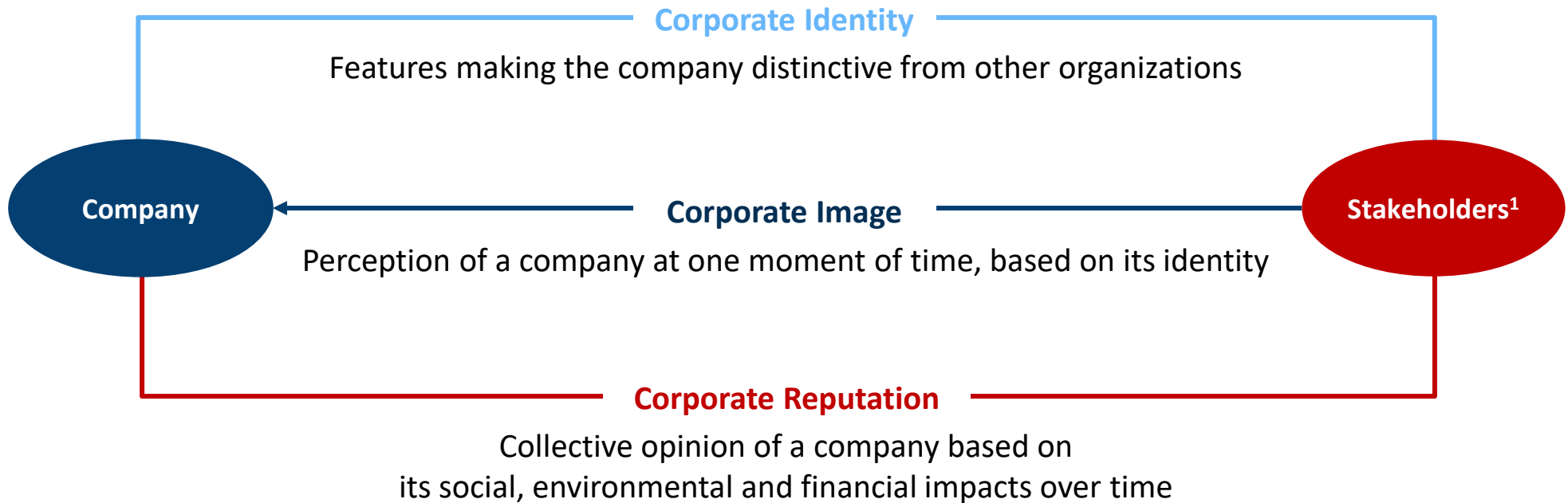
"Reputation and trust are earned through actions, results, and communication to stakeholders"

Sources: Smart Pharma Consulting

¹ See the position paper "Brand Preference optimization" <https://smart-pharma.com/wp-content/uploads/2019/07/Stakeholders-Brand-Preference-Mix-2016-EN-web.pdf>

**Corporate reputation depends on what the company does,
the way it does it, and the results of its actions**

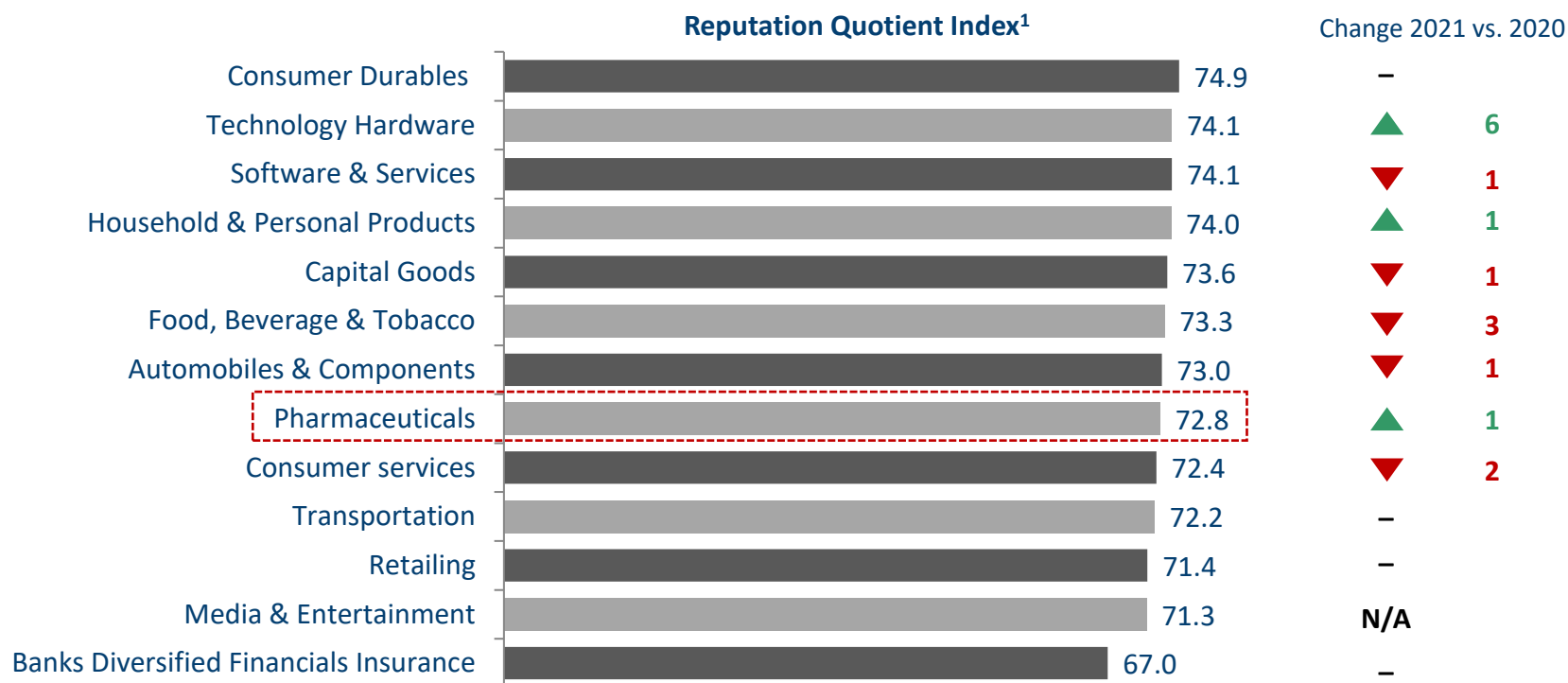
Link between corporate Identity – Image – Reputation



“It takes 20 years to build a reputation and five minutes to ruin it” W. Buffet

If the pharma industry’s role to fight the Covid-19 pandemic has contributed to improve its reputation, it is still behind consumer goods and tobacco, for reasons that are mainly structural

Corporate reputation ranking by sector (2021)



“Distrust of pharma companies stems from a belief that they have deviated from their mission of improving public health to focus on increasing profits”

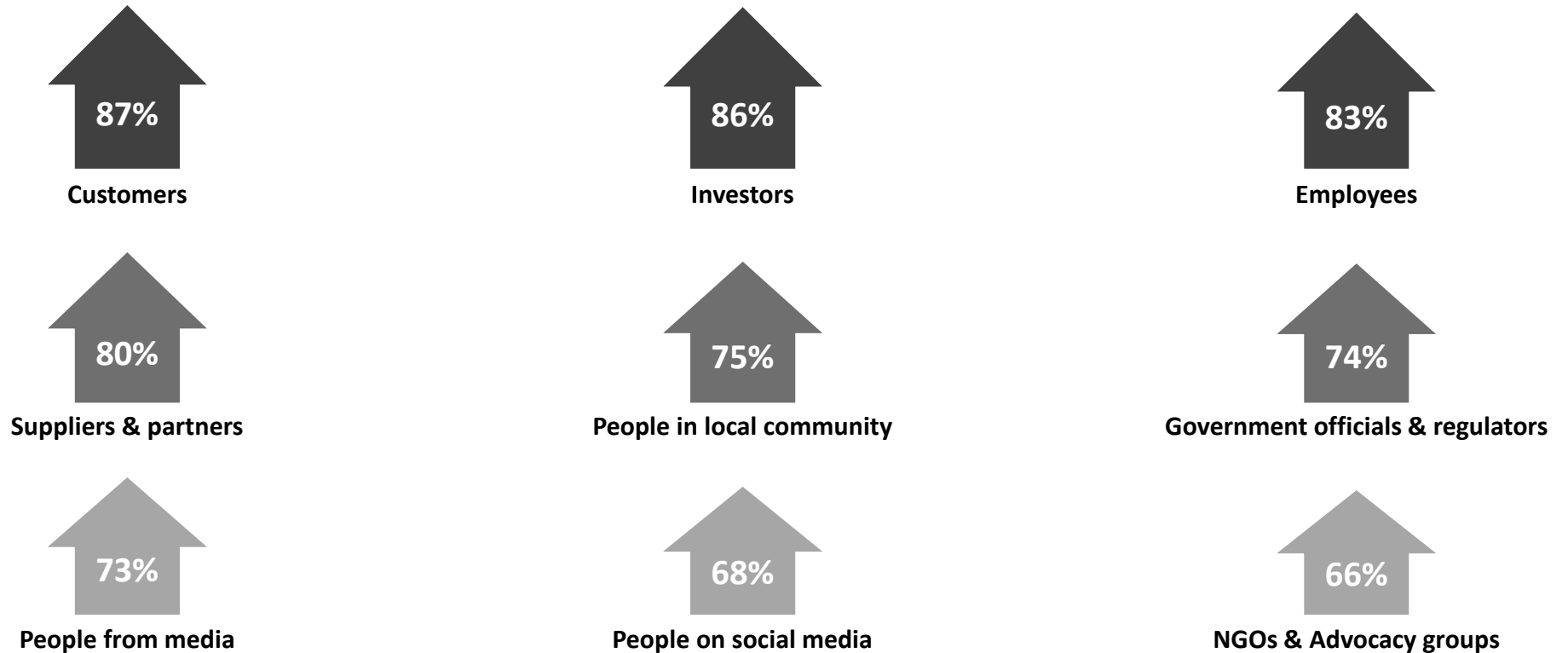
Sources: 2021 Global RepTrak 100 Study – Smart Pharma Consulting analysis

¹ Based on 7 indicators: Products/Services, Innovation, Workplace, Governance, Citizenship, Leadership, Financial performance; and with score > 80 = Excellent/top Tier, 70-79 = Strong/Robust, 60-69 = Average/Moderate, 40-59 = Weak/Vulnerable, < 40 = Poor/Bottom Tier

If all stakeholders are important, some appear to have a greater influence on corporate reputation and should therefore benefit from a special attention

Importance of various stakeholders on corporate reputation (2020)

% of very / somewhat important impact¹



Sources: Adapted from Weber Shandwick & KRC Research study (2020) by Smart Pharma Consulting

¹ Based on an online survey conducted among 2,227 executives from 22 countries and a variety of industries around the world

A good corporate reputation contributes to improve operational efficacy and efficiency which impacts companies' performance

Impact of good corporate reputation on companies

Generates more positive feedback from media and pressure groups

Drives profitable sales in crowded markets

Attracts, motivates and retains talented employees



Leads to greater support from policy makers, regulators and rating agencies

Encourages consumers to buy products and services

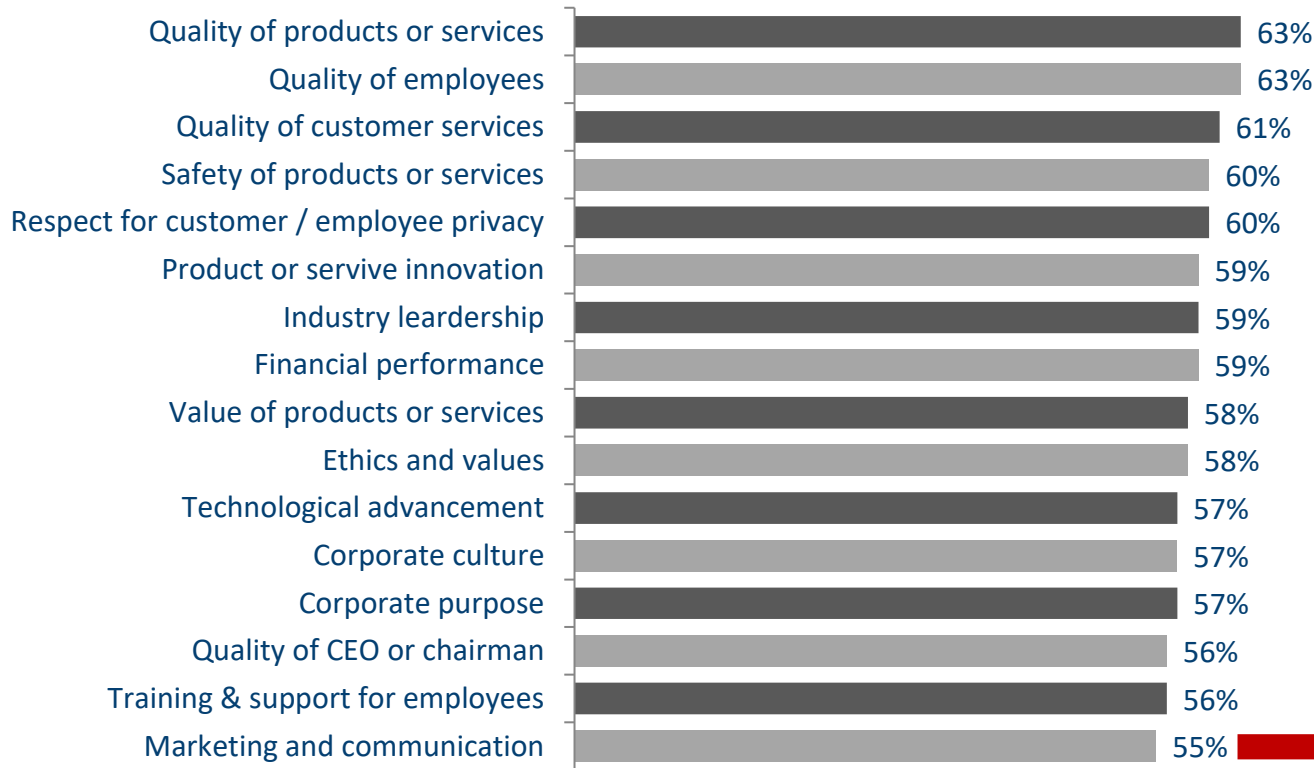
Enables to better resist to crises and recover faster

Attracts capital resources and strategic business partners

Irrespective of the sector, corporate reputation depends on multiple factors which requires to implement a multi-directional strategy to enhance the current situation

Corporate reputation drivers – Executives’ view (2020)

% of executives having rated ≥ 8 on a 10-point scale¹



Most important components

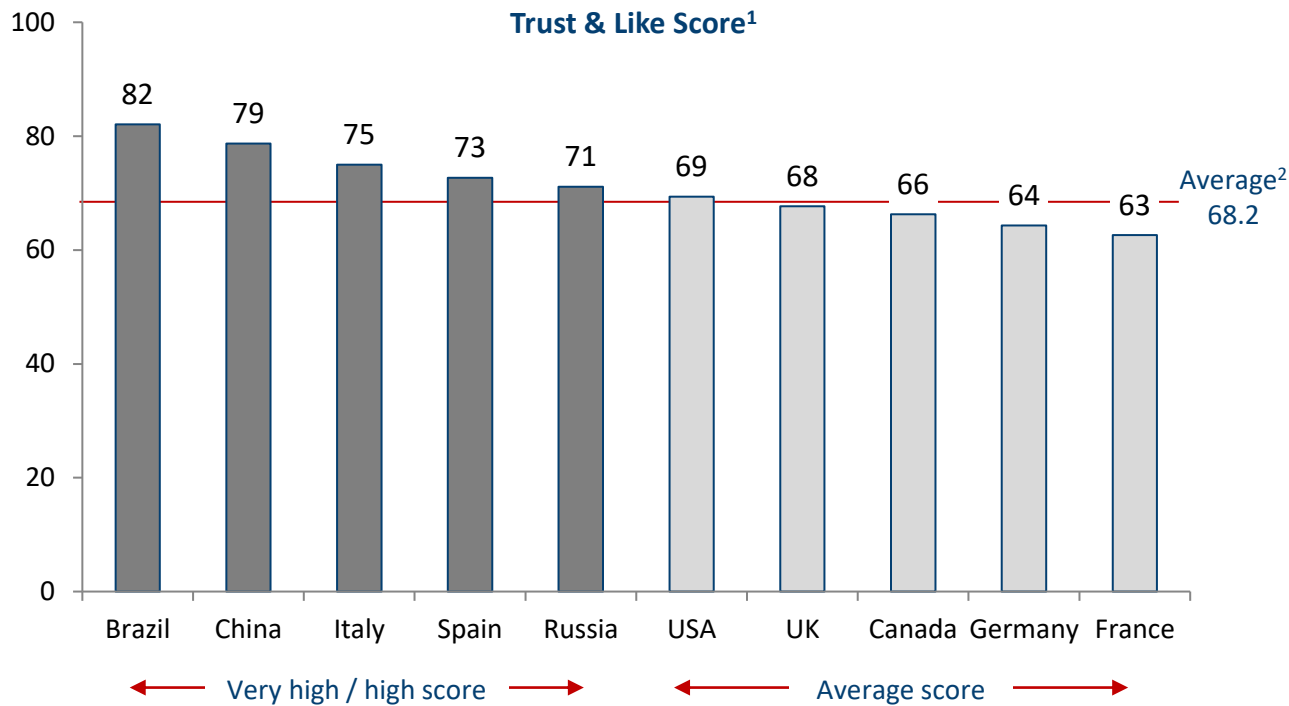
- How the company responds to and addresses crises, issues
- Ability to communicate and deliver upon its mission, vision and values
- Communication to the public
- Communication to employees
- Awards or ranking on “best of” lists
- Communication and interactions on social media
- Participation of company’s leaders to business forums, conferences, etc.
- Presence of company’s leaders on the corporate website and social media

Sources: Adapted from Weber Shandwick & KRC Research study (2020) by Smart Pharma Consulting

¹ Based on an online survey conducted among 2,227 executives from 22 countries and a variety of industries around the world

The reputation of the pharma industry varies by country and appears to be inversely proportionate to the perceived quality of the healthcare system and of the national wealth

Pharmaceutical industry reputation by country (2020)



- The pharma sector is perceived differently by the general public according to the countries
- Perceptions and expectations are impacted by the local context, the social, economic and political environment
- The overall reputation of pharma companies appears to be higher in emerging and Southern European countries than they are in Northern European countries and the USA
- Analyses carried out by the Caliber Group show that the lower the perceived quality of the healthcare system, the higher the pharma companies' reputation
- There is also an inverse correlation between GDP per capita and perception of pharma companies
- In wealthier countries, with better healthcare system, citizen are less informed about pharma companies' offering which are relatively less valued

Sources: Global Pharma Study 2020 by Caliber – Smart Pharma Consulting analysis

¹ Based on 13,623 people interviewed online in 17 countries (Brazil, Canada, China, Denmark, Finland, France, Germany, Italy, the Netherlands, Norway, Poland, Russia, Spain, Sweden, Switzerland, the UK and USA – ² Average of the 17 countries that have been studied. 8 indicators have been used: Offering – Innovation – Integrity – Leadership – Authenticity – Differentiation – Relevance – Inspiration

Assessment of individual pharma companies' reputation by general public can vary significantly according to the study carried out and thus, should be viewed as an indicative information

Big Pharma companies' reputation ranking by general public

Reputation Quotient Index (2021)



- The 2021 Global RepTrak 100, published by The RepTrack Company is based on data collected:
 - Across the 15 largest economies in the world
 - From 68,577 respondents through online surveys
- ... and on 7 indicators: Products/Services – Innovation – Workplace – Governance – Citizenship – Leadership – Financial performance
- Amongst the top 100 most reputable companies that have been assessed, only five belong to the pharma industry
- The study evidenced that the general public is not familiar with pharma companies and thus cannot make an informed opinion

Trust & Like Score¹ (2020)



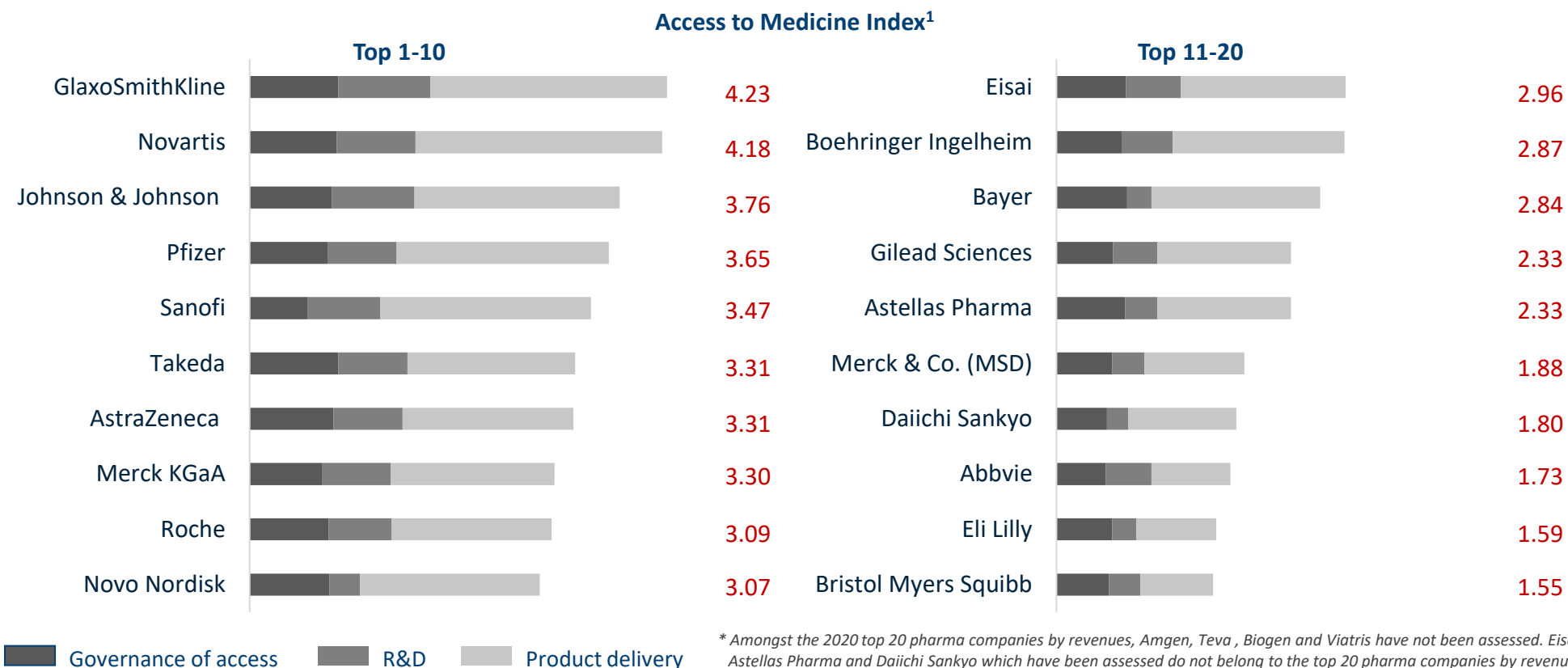
19 of the top 20 pharma companies by revenues in 2020 have been ranked by Caliber according to its "Trust & Like Score" methodology (Viatris having not been assessed)

Sources: 2021 Global RepTrak 100 Study – Global Pharma Study 2020 by Caliber – Smart Pharma Consulting analysis

¹ Based on 13,623 people interviewed online in 17 countries (Brazil, Canada, China, Denmark, Finland, France, Germany, Italy, the Netherlands, Norway, Poland, Russia, Spain, Sweden, Switzerland, the UK and USA. 8 indicators have been used: Offering – Innovation – Integrity – Leadership – Authenticity – Differentiation – Relevance – Inspiration

The Access to Medicine Index which evaluates the biggest pharma companies re. access strategies and practices, provides directions to better address the specific needs of low-income countries

Big Pharma companies' reputation ranking by the Access to Medicine Foundation* (2021)

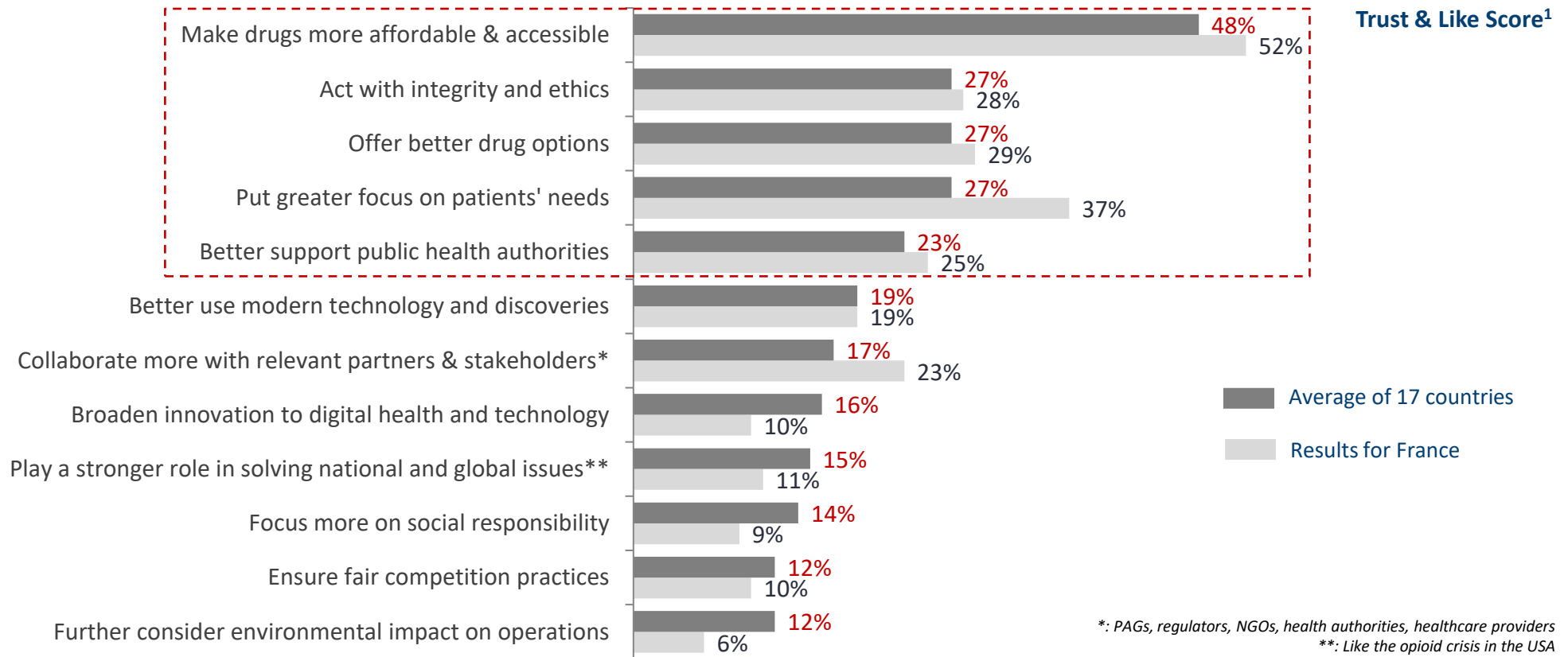


Sources: Access to Medicine Index 2021 (Access to Medicine Foundation) – Smart Pharma Consulting analysis

¹ Based on: Governance of access (responsible business practices, strategic priority given to access), R&D (pipeline targeting greatest burden in low- and middle-income countries, disclosure of resources dedicated to R&D) and Product Delivery (equitable pricing strategies, responsible IP management, capability building initiatives in low- and middle-income countries, donations, continuous supply). The weight of these three criteria is respectively of 20%, 25% and 55%

HCPs recommend pharma companies to revise their pricing strategy and broaden access to their innovative drugs, while better fulfilling patients' needs and supporting public health authorities

Specific pharma companies' reputation drivers – HCPs' view (2020)



Sources: Global Pharma Study 2020 by Caliber – Smart Pharma Consulting analysis

¹ Based on 13,623 people interviewed online in 17 countries (Brazil, Canada, China, Denmark, Finland, France, Germany, Italy, the Netherlands, Norway, Poland, Russia, Spain, Sweden, Switzerland, the UK and USA)

Pharma companies' reputation depends on 5 key drivers, the relative importance of which depends on individual or groups of stakeholders

Specific pharma companies' reputation drivers – Smart Pharma Consulting's view

1. Access

- **Availability** and **affordability** of products and services...
- ... as early as possible...
- ... for **all patients** in need

2. Innovation

- Focus of R&D **investments** on diseases for which **unmet needs** are **important**; including **rare diseases**
- Development of **effective**, **well-tolerated** and **convenient drugs, services** and **therapeutic solutions**, including **digital**

3. Governance

- **Compliance** with legal and ethical standards
- Implementation of a **stakeholder-driven culture**
- **Transparent** and **pro-active communication** re. business operations (e.g., R&D, access, medico-marketing and sales)

4. Corporate Social Responsibility (CSR)

- Support of **good causes** (e.g., philanthropy, D&I¹)
- **Positive impact** in the community
- **Respect** of the **environment**
- High standards re. **employees' management** and **satisfaction**

5. Performance

- **Achieving** or **exceeding financial expectations**
- **Growth** perspectives
- Operational **Excellence**

While pharma companies contribute to save and improve health of billions of people, they are regularly and heavily criticized by stakeholders for the manner they accomplish their mission

Why is the reputation of pharma companies' damaged? (1/2)

Main criticisms from governments, HCPs, media, citizen, etc.:

- High drug costs limiting access to the wealthiest countries and social classes
- Massive profits (~32%)¹ to enrich shareholders
- Aggressive patent protection strategies, limiting access to innovative medicine
- Unethical practices to influence the prescription of HCPs
- Lack of transparency (e.g., drug pricing, clinical study results, collaborations with KOLs, etc.)



Pharma Companies' Reputation



Mission: contribution to prolong life, to improve health and wellbeing of people by developing drugs and vaccines

Pharma companies should carry out activities that are aligned with their mission, compliant with best practices and communicate properly to their stakeholders

Why is the reputation of pharma companies' damaged? (2/2)



There is a mismatch between



their mission and their corresponding activities



Pharma companies claim that their mission consists in improving and extending people's lives by offering products and related services

Actions enabling to accomplish their mission are not well-known, nor well-understood by stakeholders, which lead to distrust and suspicion



If stakeholders agree with pharma companies' mission...
... they consider that corresponding actions are not fully in line

To address their problem of reputation, pharma companies must communicate
 – regularly and faithfully – about what they do and why they do it that way

Informing and explaining to boost pharma companies' reputation

To boost **REPUTATION**



Better **INFORM** & Better **EXPLAIN**

INFORM

- Pharma companies should inform stakeholders about their strategy, performance, and key activities such as:
 - R&D
 - Manufacturing & Supply
 - Market Access
 - Medico-Marketing & Sales
- Contribution of their specific drugs to prolong life expectancy and/or quality of life should be highlighted
- Information conveyed must be fact-based, balanced and comprehensive to be trusted and to correct, possibly, misconceptions

EXPLAIN

- The most severe criticisms coming from:
 - The high price of drugs, limiting access of innovations (e.g., vaccines against Covid-19, immunotherapies) to the least developed countries
 - The high level of profits compared to other industries
 - Certain unethical practices...
- ... thus, it is essential to give clear and defensible explanations to justify the situation
- Stakeholders should understand, for instance:
 - Why R&D costs are so high?
 - How are the prices of drugs set?
 - What is the value of marketing and sales activities?

The Pharma Reputation Booster™ is a specific multi-stakeholder approach to leverage pharma companies' corporate reputation to create a sustainable competitive advantage

Principle

Phase 1

Situation Analysis

- Review and select **key stakeholders**
- **Profile** and **map** them
- **Measure** the **reputation** with the **Pharma Reputation Index**
- **Complete** the **Pharma Reputation Audit** highlighting company's strengths and weaknesses

Phase 2

Strategy Crafting & Tactics

- **Definite** reputation **improvement objectives**
- **Identify** and **screen** key **drivers** to strengthen corporate reputation
- Develop an **action plan**
- Select **KPIs¹** and **KEIs²** to measure and monitor the impact of the tactics (actions)

Phase 3

Management & Leverage

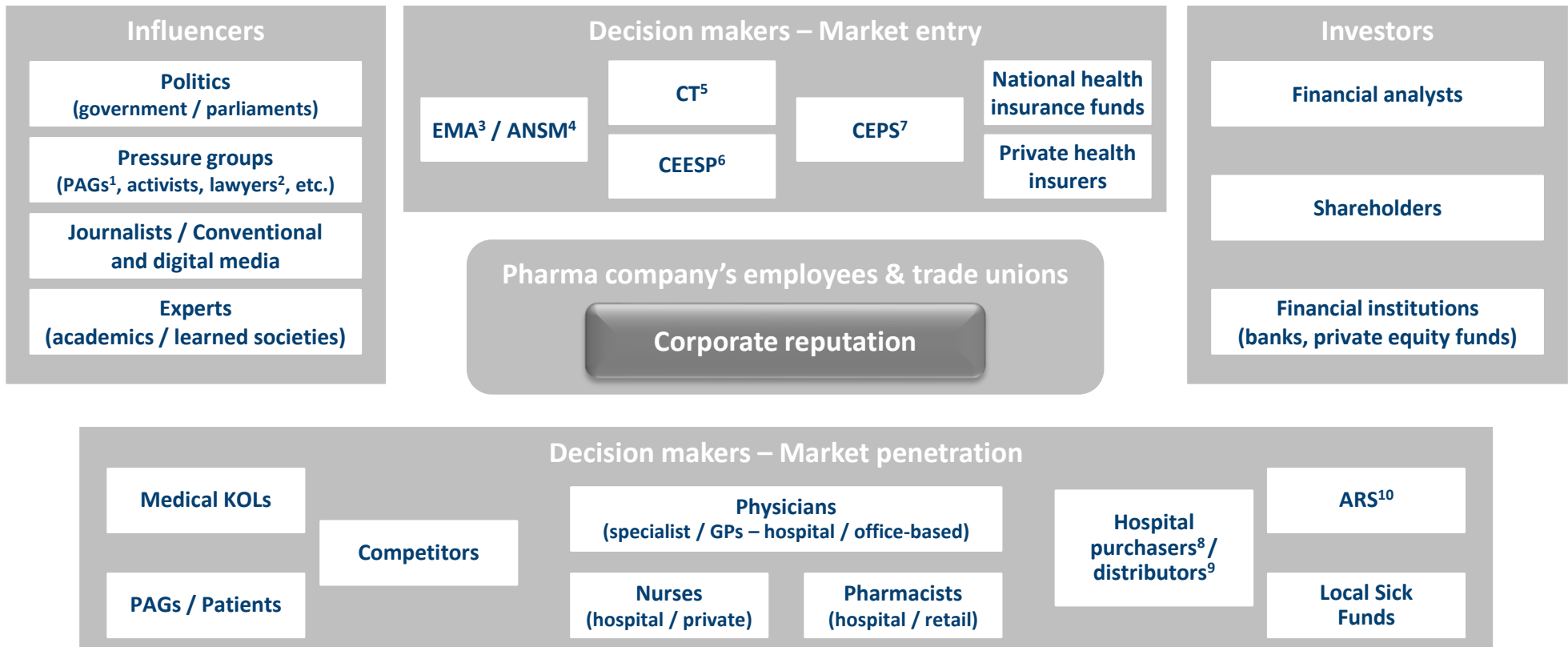
- Develop an **internal communication plan** to make reputation a center piece on collaborators' agenda
- **Adjust the organization³** to carry out the activities to strengthen the reputation
- **Design a tracking process** to correct/strengthen and leverage corporate reputation

Pharma companies should review, profile and select the most influential stakeholders on their reputation, within the environment in which they operate

1. Situation Analysis

Pharma stakeholders' mapping

Illustrative – France



Sources: Smart Pharma Consulting method

¹ Patient Advocacy Groups – ² Specialized in class-action lawsuits – ³ European Medicines Agency – ⁴ French National Agency for Medicines and Health Products Safety – ⁵ Transparency Commission – ⁶ Health Economic Evaluation Committee – ⁷ Drug Pricing Committee – ⁸ Purchasing platforms, Territory Hospital Groups (GHT) – ⁹ Wholesalers, voluntary trade organizations, retail pharmacists – ¹⁰ Regional Health Agencies

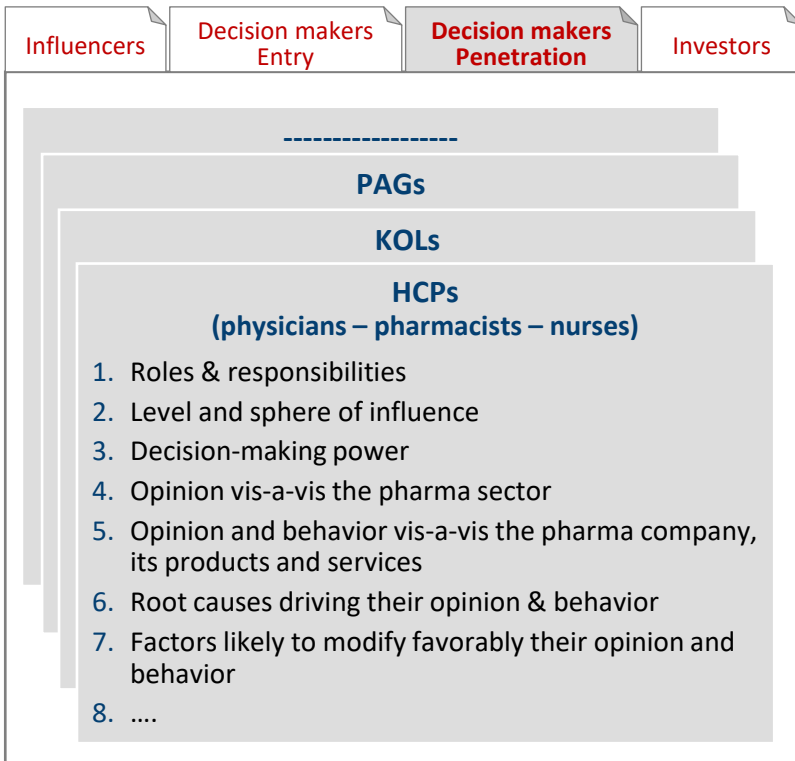
Corporate reputation depends on drivers that can be measured by stakeholder with the Pharma Reputation Index from which key challenges to create superior corporate reputation will be drawn

1. Situation Analysis

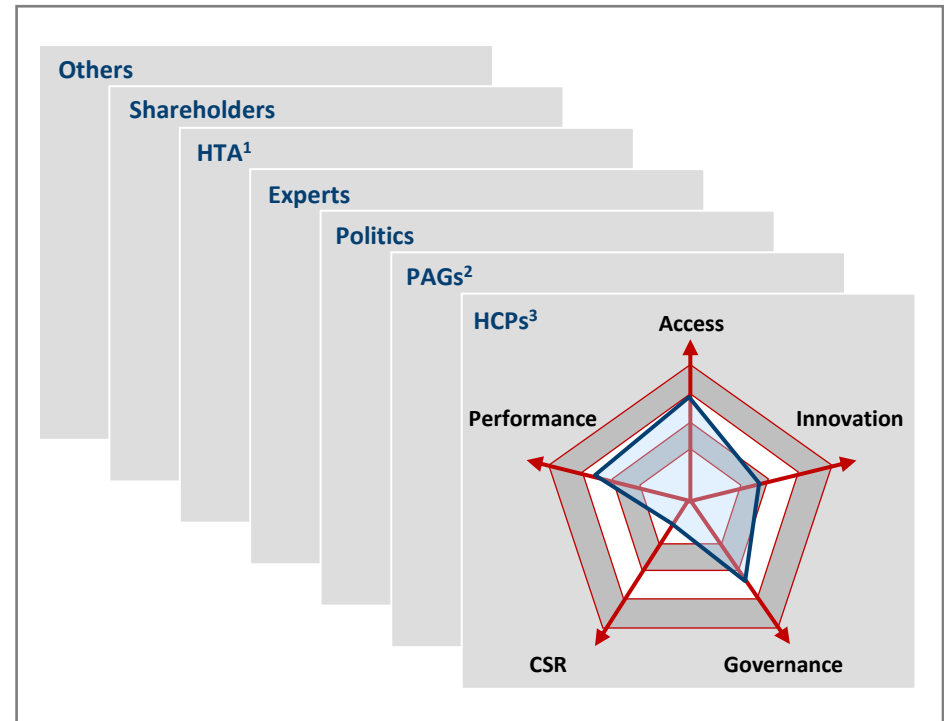
Pharma measurement of corporate reputation

Illustrative – France

Profiling of stakeholders



Measure of performance on reputation drivers by stakeholder with the Pharma Reputation Index



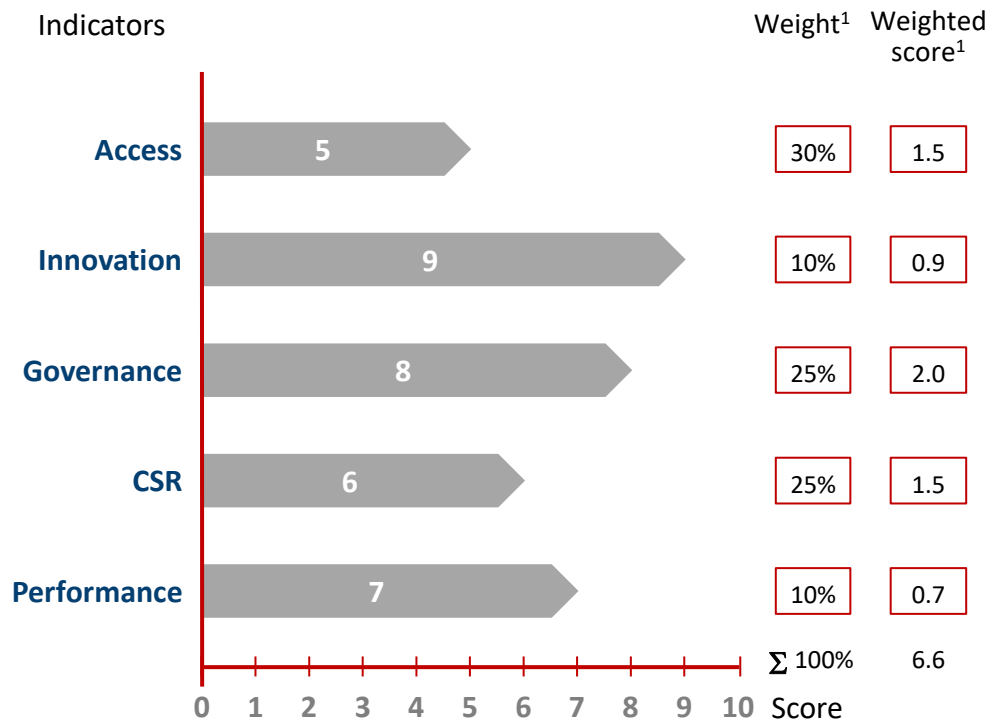
Sources: Smart Pharma Consulting method

¹ Health Technology Assessment (including: Transparency Commission, Economic and Public Health Assessment Committee) – ² Patient Advocacy Groups – ³ Health Care Professionals

To assess the reputation of pharma companies, Smart Pharma Consulting has specifically designed the Pharma Reputation Index, based on 5 key reputational drivers

1. Situation Analysis

Pharma Reputation Index



- The Pharma Reputation Index is a tool specifically designed to assess the reputation of pharma companies and its evolution over time
- Each indicator is assessed on a 10-point scale
- The weight of each indicator will differ according to individual or groups of stakeholders (e.g., financial performance should be more important for investors than for patients or even HCPs)
- The score obtained will reflect the extent to which the company fulfill the stakeholders’ expectations
- Each evaluation should be substantiated by facts, so that to define the relevant actions to implement to improve the stakeholders’ perception of the company
- The Pharma Reputation Index can be used at global and affiliate levels, directly by the pharma company or through a market study agency

Sources: Smart Pharma Consulting method

¹ The allocated weight per driver is illustrative. It depends on individual or groups of stakeholders

The Pharma Reputation Strategy Card can be filled up for individual or groups of stakeholders, from whom an improvement in reputation is expected

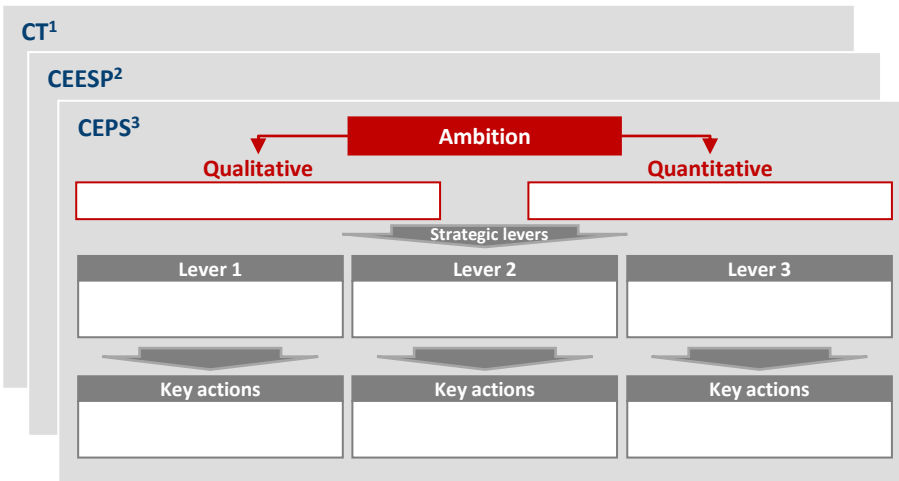
2. Strategy Crafting & Tactics

Pharma reputation strategy & tactics

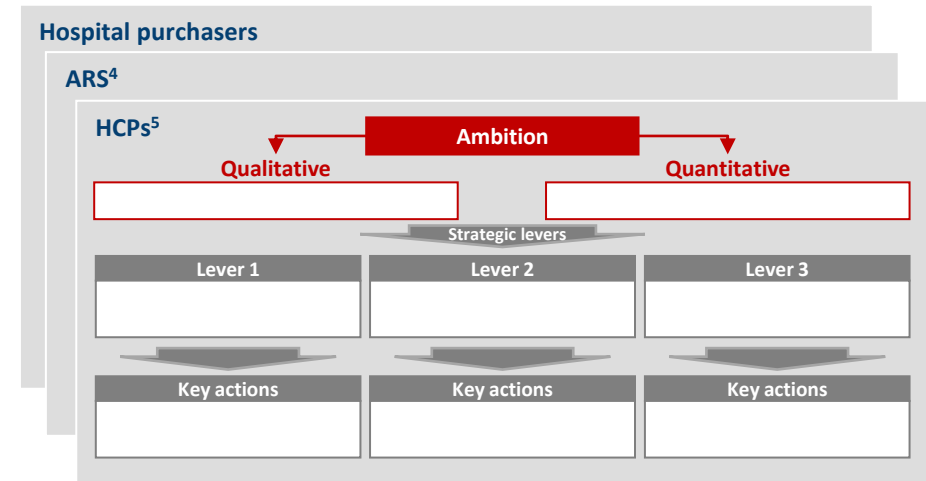
Illustrative – France

Pharma Reputation Strategy Card

Decision makers – Market entry



Decision makers – Market penetration



- Strategy and corresponding tactics aim at achieving the set ambition in terms of corporate reputation improvement
- The Pharma Reputation Strategy Card can be applied for one individual stakeholder (i.e.; the President of the CEPS, one KOL) or for one stakeholder group (i.e.; CT, CEESP, CEPS, etc.)
- Strategic levers correspond to strengths on which to capitalize or weaknesses to be corrected
- KEIs⁶ are used to evaluate the quality of implementation of tactics, while KPIs⁷ measure their impact

Sources: Smart Pharma Consulting method

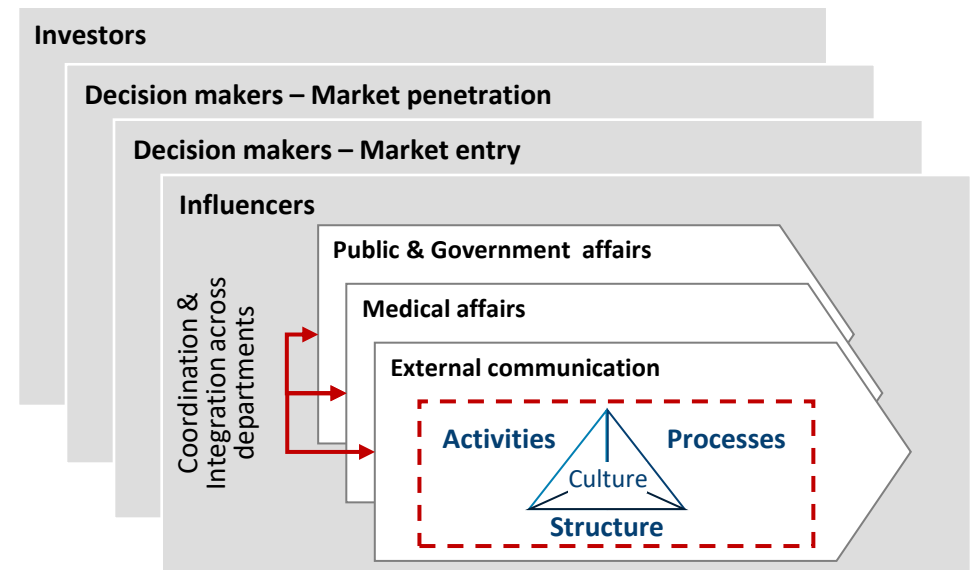
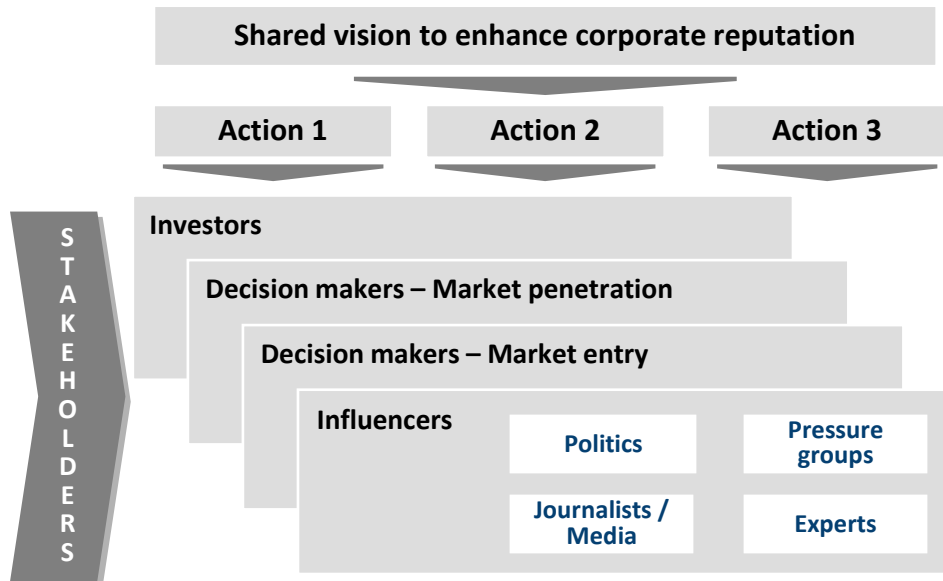
¹ Transparency Commission – ² Health Economic Evaluation Committee – ³ Drug Pricing Committee – ⁴ Regional Health Agencies – ⁵ Health Care Professionals – ⁶ Key Execution Indicators – ⁷ Key Performance Indicators

The proper management of corporate reputation is conditioned by internal mobilization of employees and by the adjustment of the company's organization to ensure operational excellence

3. Management & Leverage

Pharma reputation management (1/2)

Illustrative – France



- A common vision, instilled by the top management and consistently communicated is a prerequisite to succeed
- Corporate vision should be translated into specific and relevant actions implemented by employees

- Employees interacting with the same stakeholders should share information and coordinate their actions for a better consistency, efficiency and efficacy and thus, contribute to reinforce the corporate reputation

The corporate reputation management and its impact on the company's performance should be tracked with tools such as the following Corporate Reputation Scorecard

3. Management & Leverage

Pharma reputation management (2/2)

Illustrative



Sources: Adapted from R. Kaplan and D. Norton 1996 by Smart Pharma Consulting

¹ See the position paper "Brand Preference optimization" <https://smart-pharma.com/wp-content/uploads/2019/07/Stakeholders-Brand-Preference-Mix-2016-EN-web.pdf>

By considering what matters the most to policy makers/payers and HCPs will ease drugs market access and contribute to strengthen preference

Examples of initiatives to boost pharma reputation by group of stakeholders (1/2)

Illustrative

	What to do?	How to do it?
Policy makers/ Payers¹	<ul style="list-style-type: none"> Develop top-notch Corporate Social Responsibility practices and policies, aligned with national mandatory schemes, and as per ISO 26000 guidance Build outstanding value dossiers from the viewpoint of Health Technology Assessment (HTA) reviewers Adopt a pricing strategy supported by well-founded arguments likely to be understood by payers Invest in national economy, but with caution³ 	<ul style="list-style-type: none"> Carry out environmental initiatives (e.g., electric cars), support philanthropic projects, give wide access to drugs and vaccines in lower income countries Pay a great attention to the robustness of the value dossier content and to the quality of the page layout Be transparent on R&D costs and develop defendable arguments to support the requested drug price Productive and R&D investments are the best valued
Health Care professionals²	<ul style="list-style-type: none"> Provide HCPs with objective and transparent information re. company's pipeline, promoted brands and diseases they address Propose meaningful services for: <ul style="list-style-type: none"> HCPs, themselves Their patients or... ... the institution for which they work 	<ul style="list-style-type: none"> Strictly comply with local regulations and business ethics in terms of communication to HCPs and services provided Carefully pre-assess the usefulness, interest, convenience and likely quality of execution of a service before proposing it to HCPs Inform other stakeholders about the benefits of services delivered, through testimonies, etc.

Employees are the primary source of reputation for most of external stakeholders, along with the quality of products and services offered by pharma companies

Examples of initiatives to boost pharma reputation by group of stakeholders (2/2)

Illustrative

	What to do?	How to do it?
Patients/Patient Advocacy Groups¹	<ul style="list-style-type: none"> Beyond offering drugs, develop – whenever relevant – Patient Support Programs (PSP) to get better medical outcomes and improve quality of life Propose services at the awareness, diagnosis, prescription and/or monitoring steps of the patient journey to address/prevent potential dysfunctions Give access to information and to personalized tools on Internet for patients and PAGs 	<ul style="list-style-type: none"> PSP should be co-developed in partnership with PAGs, HCPs and other stakeholders involved in the management of the pathology Programs should be easy to implement, the quality of execution should be excellent; and the results be significant, measurable and widely communicated Develop or co-develop community websites for patients, give access to an e-library, to specific Apps, etc.)
Employees	<ul style="list-style-type: none"> Demonstrate a sense of purpose across environment, social, and governance (ESG) topics, including Diversity & Inclusion (D&I) management, to attract candidates, retain employees and convert them into companies' ambassadors to external stakeholders Instill a culture of excellence to deliver superior services and thus superior experience to external stakeholders when compared to competitors 	<ul style="list-style-type: none"> Maintain a good working atmosphere based on trust, respect, positiveness, cross-functional collaborations and personal development Engage employees in CSR initiatives that will make them proud to work for the company Create the conditions to stimulate the passion of employees for their job to prompt them to give their best (e.g., flexible work arrangements, recognition, rewards, autonomy)²

Sources: Smart Pharma Consulting

¹ See the position paper "Patient-centric Strategy" <https://smart-pharma.com/wp-content/uploads/2019/07/Patient-centric-Strategy-VF-Prez.pdf> –
² See the position paper "Be a Smart Manager, not just a good one" <https://smart-pharma.com/wp-content/uploads/2019/07/Smart-Manager-2017.pdf>

Pharma companies should adjust their communication in terms of content and channels to the expectations of their stakeholders, with a priority given to their own employees

Five communication rules to strengthen pharma companies' reputation

Rule #1

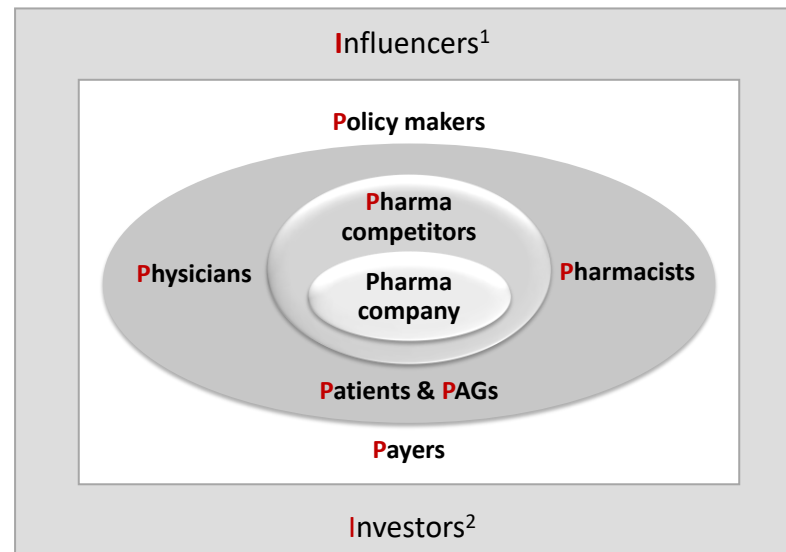
Focus on your **company's reputation** and not on the pharma sector's reputation on which you cannot do much

Rule #5

The **most important stakeholders** you must engage are your **employees** who directly participate to your reputation

Rule #2

Inform and **explain** your employees and your external stakeholders **about** your **strategic priorities** and the **implementation** of the corresponding **tactics** (activities)



Rule #3

Adjust the **content** of your **communication**, knowing that different stakeholders are sensitive to different drivers

Rule #4

Adapt the communication **channels** to the **information** you want to convey and to the targeted **stakeholders**

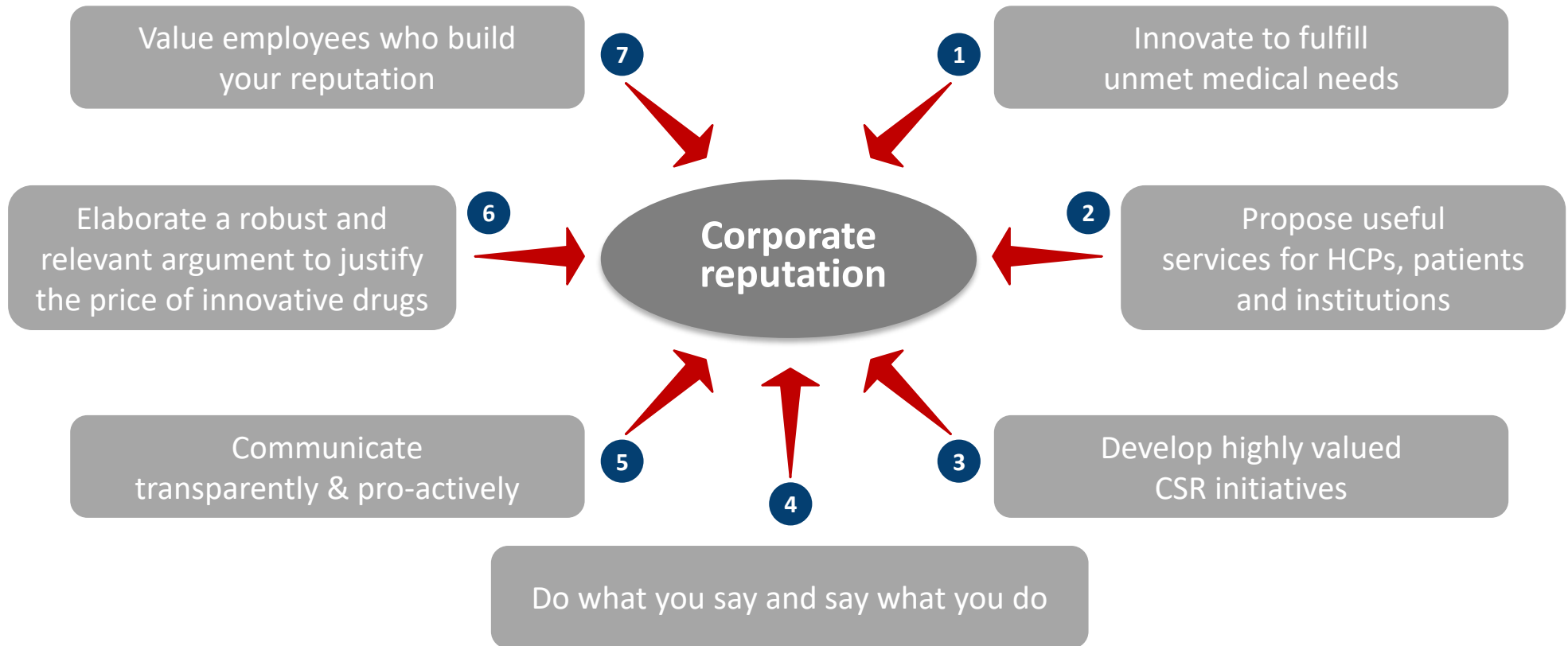
Sources: Smart Pharma Consulting

¹ Politics, pressure groups, journalists, conventional and digital media, experts, etc. –

² Financial analysts, shareholders, financial institutions

Pharma companies must put their stakeholders in the center of their strategy, “walk the talk”, and be as transparent as possible to get trusted, esteemed and preferred

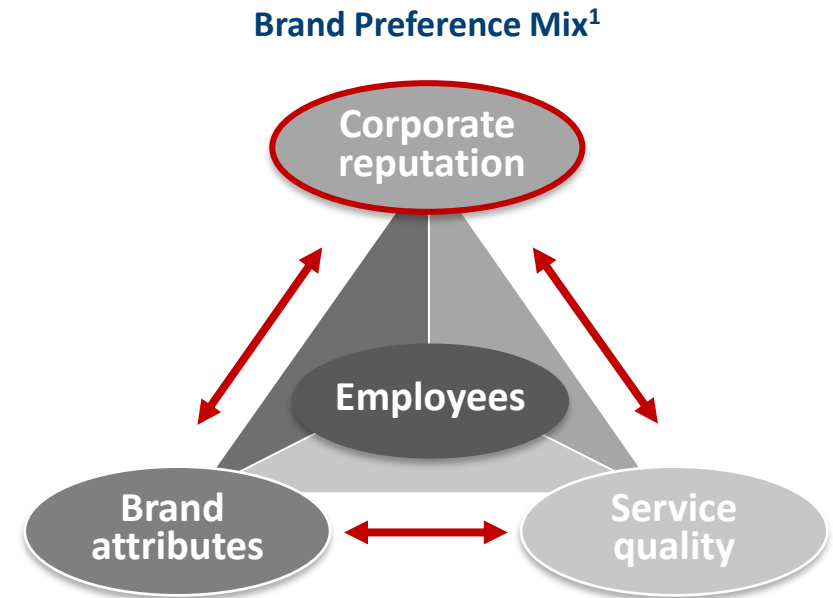
7 imperatives to improve the reputation of pharma companies



With dwindling drug differentiation, pharma corporate reputation contributes to strengthen the preference of stakeholders (e.g., authorities, payers, HCPs, patients, investors)

Why superior pharma reputation creates competitive advantage?

- Correlation between financial performance and corporate reputation has been clearly evidenced over the past 20 years
- Higher corporate reputation, than competitors' one:
 - Leads to a more favorable position to negotiate with health authorities and payers, resulting in earlier market entries and better prices
 - Strengthens brand preference by HCPs, PAGs, patients, etc., resulting in market share optimization
- Pharma companies' experience/expertise in specific therapeutic areas must be communicated with robust scientific evidence to enhance the perception of brands' value by decision makers at market entry and market penetration levels
- Strong positive reputation is built on credibility, reliability, responsibility, trust and transparency



The Brand Preference Mix is an easy and effective approach to strengthen the preference of stakeholders for brands

“Boosting corporate reputation contributes to reinforce stakeholders’ preference and companies’ performance”

If you have ticked one “No box” or more, it means that there is a room to enhance your corporate reputation

Pharma corporate reputation self-assessment in 10 questions

Most of stakeholders (influencers – decision makers – Investors)¹ are aware and esteem² ...

		YES	NO
1	... Your high level of R&D investment and your effort to fulfill medical unmet needs, including in rare diseases	<input type="checkbox"/>	<input type="checkbox"/>
2	... The quality of your product pipeline and of your marketed brands	<input type="checkbox"/>	<input type="checkbox"/>
3	... The quality of services you propose to HCPs and/or to the organization in which they practice	<input type="checkbox"/>	<input type="checkbox"/>
4	... The quality of services you propose to patients/PAGs for better medical outcomes and/or improved quality of life	<input type="checkbox"/>	<input type="checkbox"/>
5	... Your involvement in “Corporate Social Responsibility” initiatives	<input type="checkbox"/>	<input type="checkbox"/>
6	... Your philanthropic initiatives	<input type="checkbox"/>	<input type="checkbox"/>
7	... Your pro-active and transparent corporate communication	<input type="checkbox"/>	<input type="checkbox"/>
8	... The professionalism and the ethical behavior of your employees	<input type="checkbox"/>	<input type="checkbox"/>
9	... The working atmosphere of your company, as testified by your employees	<input type="checkbox"/>	<input type="checkbox"/>
10	... The good and sustainable financial performance of your company	<input type="checkbox"/>	<input type="checkbox"/>

Sources: Smart Pharma Consulting

¹ See details p.17 –² If stakeholders do not know, or if you do not know what do your stakeholders think, in both cases tick the box NO

Smart Pharma Consulting experience and methodology can help pharma companies boost their corporate reputation to strengthen their competitive position and their performance

How can Smart Pharma Consulting help you boost your corporate reputation?

Smart Pharma Consulting can **support** pharma companies and their affiliates **throughout** all the phases that participate to **build a strong corporate reputation** and **transform it into a sustainable competitive advantage**:

- **Research and assessment** of your **current** corporate reputation among individual or groups of stakeholders
- **Definition** of a realistic corporate reputation **enhancement objective** by individual or group of stakeholders
- Development of an **appropriate strategy** and selection of the corresponding **tactics (actions)** to achieve your reputation enhancement objective
- Selection of the **KEIs¹** and the **KPIs²** to **measure the gap** between current reputation and performance objective
- Development of a **communication plan (internal and external)** and of a **management program** to create a stakeholder-focused company
- **Adjustment** of your **organization** (activities, processes, structure, culture) to efficiently **implement the strategy** and the corresponding **tactics (actions)**, and to **leverage the benefits** of an enhanced corporate reputation
- **Design** of a **tracking process** to improve and leverage your corporate reputation

“Select two or three dimensions and strive to be recognized as a role model by stakeholders to differentiate your company from other pharma companies”

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

The Best-in-Class Series

- This series intends to share concepts, methods and tools to boost the efficiency and efficacy of executives having operational responsibilities in the pharma business
- We have yet published 11 Best-in-Class issues:

<ol style="list-style-type: none"> 1. MSLs 2. Pharma Marketers 3. Medical Reps 4. Hospital KAMs 5. Pharma BD&L 6. Pharma Market Research 	<ol style="list-style-type: none"> 7. Pharma Strategy Crafting 8. Pharma Field Force Organization 9. Hospital & Institution Relationships in Regions 10. Strategic KOL Engagement Planning 11. Pharma Strategy at Affiliate Level
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Issue #12

How to Boost Corporate Reputation?

A practical guide for Pharma companies

- This paper reviews the situation of the pharma industry reputation and presents the “The Pharma Reputation Booster™”
- This approach has been specifically designed to help pharma companies boost their reputation, at global and/or affiliates’ levels
- Examples of initiatives to boost corporate reputation at different stakeholder’ levels (e.g., policy makers, payers, patients, patient advocacy groups, HCPs, employees) are also proposed

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
- More than 80 publications, in free access, can be downloaded from our website, of which:
 - 19 business reports (e.g., The French Pharma Market)
 - 12 position papers in the “Best-in-Class Series”
 - 18 position papers in the “Market Insights Series”
 - 10 position papers in the “Smart Tool Series”
 - 10 position papers in the “Smart Manager 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