20th Anniversary

Smart Pharma
CONSULTING

Serving & Sharing with Passion

Management & Training Programs

COLLECTION 2021

Be a Smart Manager

Excellence in Execution

KPIs & KEIs for Success

Time Management Programs

Project Management

Storytelling in Business

Pharma training Programs (2022)

PARTS 5 & 6

December 2021

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This e-book is the Parts 5 & 6 of the 20th anniversary collection of Smart Pharma Consulting's best position papers published, in line with its commitment to share knowledge and thoughts

Presentation of the 2016 – 2021 Publications

- On the 20th anniversary of Smart Pharma Consulting, we have compiled 34 position papers published since 2016
- These publications propose effective and practical solutions to help pharma companies improve their performance
- For so doing, we share openly:
  - Business insights
  - Concepts
  - Methods
  - Tools

  The majority of which have been developed by Smart Pharma Consulting

- This "2021 Collection" is being released in six parts:
  1. Market Insights
  2. Strategy & Market Access
  3. Medical Affairs & Marketing
  4. Sales Force Effectiveness
  5. Management
  6. Training Programs
- We hope that this 20th anniversary "gift" will be of high value to you
- We will keep on sharing with you our thoughts and recommendations in the years to come

Jean-Michel Peny

5. Management

6. Training Programs

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Be a Smart Manager
Not just a good one!

BEST-IN-CLASS SERIES

The seven tips you can't ignore

"The Smart Manager knows where, why and how to go"

This position paper introduces our concept of Smart Manager, demonstrates its superiority and recommends tips to switch from a Good Manager to a Smart Manager

Introduction

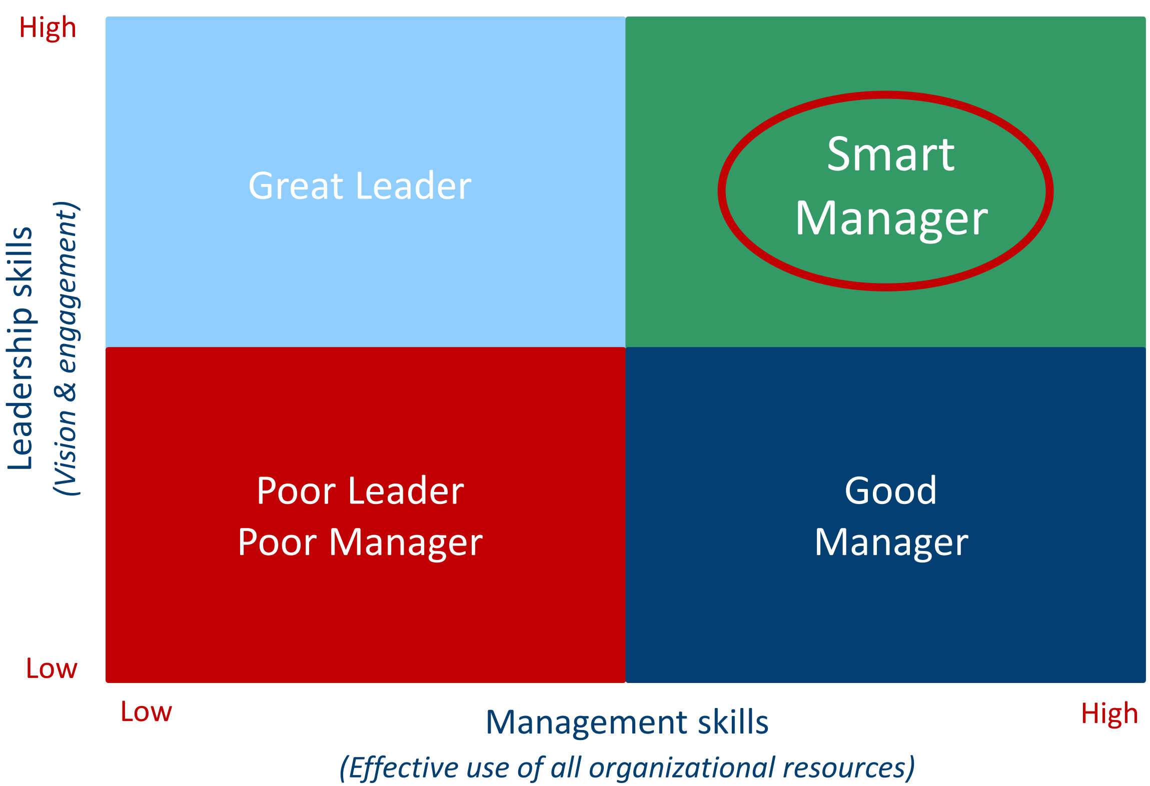
- So many things – often contradictory and rarely applicable – having been said and published about management that it has become **difficult** to **write something new** and **pragmatic**
- **Nevertheless, Smart Pharma Consulting has decided to face the challenge of:**
  - **Demonstrating why being a Good Manager is not sufficient…**
  - **… and why each manager must strive to be a Smart Manager**
  - **Proposing seven tips to become a Smart Manager**
- Our **recommendations** are based on **reference articles** and on our **own experience** of consultant and manager
- **In this position paper, we propose concepts, methods and tools amongst which several have been developed and tested by Smart Pharma Consulting**

"Management is the art of getting things done through people" – *Mary Parker Follet*

Sources: Smart Pharma Consulting

The Smart Manager is a visionary who can keep his collaborators engaged and motivated while meeting company's objectives in an efficient manner

The Manager / Leader matrix



- Leaders show the way to their collaborators by creating and communicating a vision and through their assertiveness. They excel at inspiring and engaging people so that they will strive willingly to reach organizational goals
- Good Managers can plan, organize and monitor the work of organization members, using all available organizational resources to reach a given organizational goal
- Smart Managers combine the skills and competencies of leaders and of good managers. They are also specifically characterized by the following dimensions:
  - High agility of mind to adjust to external and internal changes
  - Perceptual acuity to see change coming
  - Quality of judgment to formulate and select the appropriate solutions
  - Credibility to get decisions accepted by collaborators

Sources: Smart Pharma Consulting, Ram Charan HBR November 2013

The Smart Manager, as we define it, is a Good Manager who knows and understands strategic issues in which its actions and its collaborators actions are framed

The Smart Manager – Definition

Good Managers	Smart Managers
A good Manager is responsible for planning, organizing, directing or monitoring the work of collaborators, while developing them, and taking corrective actions, when necessary, to achieve – in the most efficient manner – the objective set	A Smart Manager knows and understands the environment, can contribute to and express the purpose, the mission, the vision and the values of the company; to engage his collaborators, give a meaning to their actions and frame them within a clear strategy to achieve the shared objective set

Sources: Smart Pharma Consulting

The Smart Manager should be able to participate to the elaboration of purpose, mission, values, vision statements; and ensure they are understood and applied

Tip #1 – Participate to setting Purpose – Mission – Values – Vision

- The Smart Manager contributes to develop the company: Purpose – Mission – Vision – Values
- He translates them at the level of its scope of responsibility[1]…
- He makes sure his collaborators understand, share and comply with them in their daily activities

Purpose
(Why we exist?)

Mission
(What we do and for whom?)

Vision[2]
(What we aspire to become?)

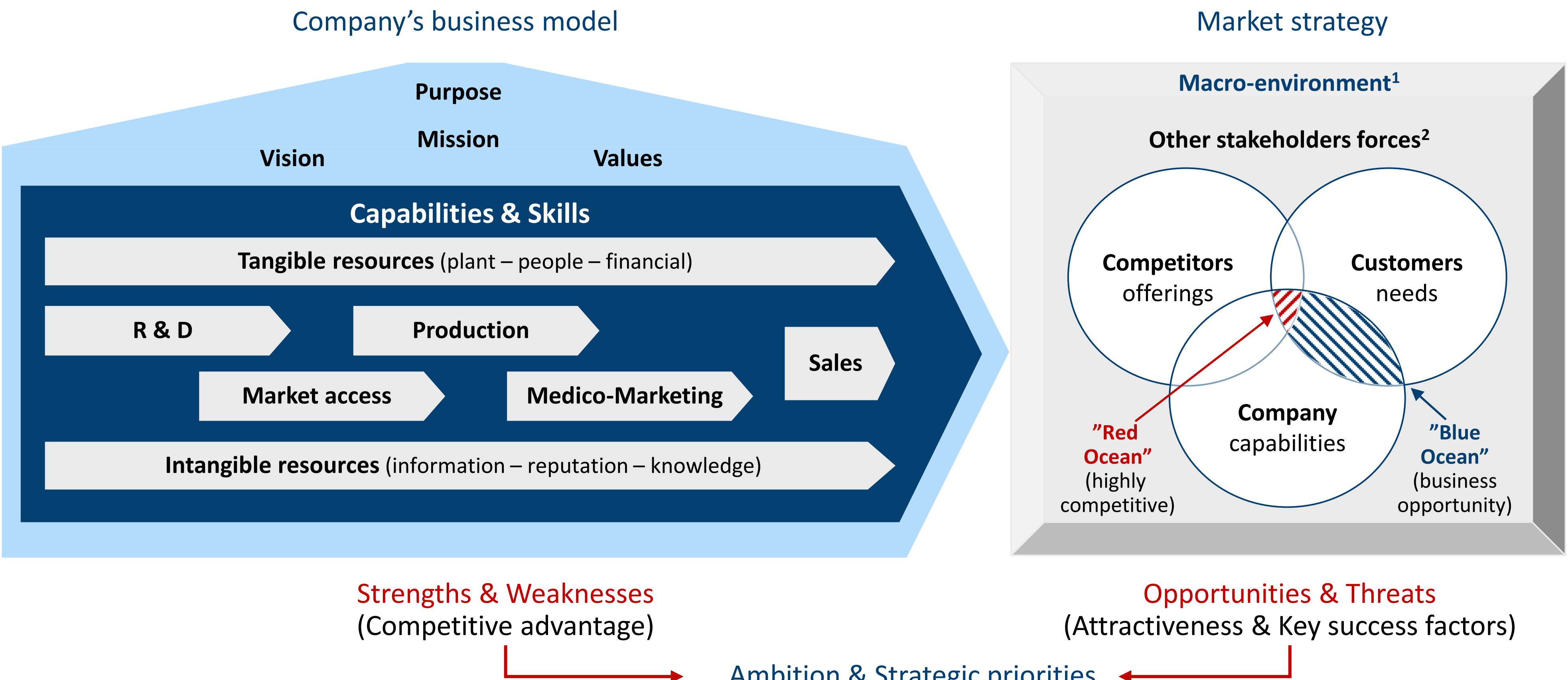
Values
(What we believe in and how we want to behave?)

Sources: Adapted from R. Kaplan and D. Norton HBR 2002, by Smart Pharma Consulting

[1] From the CEO level to the First Line Manager
[2] Also called "strategic intent", is an indeterminate mid- to long-term goal

The Smart Manager participates to the crafting of the market strategy and ensures the resources of the company he works for, are efficiently mobilized

Tip #2 – Contribute to the strategy crafting



Sources: Adapted after C. Kim et R. Mauborgne 2005 – D.J. Collis, HBR April 2008, M. Porter 1985 – Smart Pharma Consulting

[1] Political, legal, economic, socio-demographic and technological factors – [2] Including suppliers, new entrants, substitutes, complements

The Smart Manager will manage by mutual benefits (MBMB) to give a sense of purpose to his collaborators and thus to get their full and sustainable engagement

Tip #3 – Manage By Mutual Benefits

MBO[1] (Management By Objectives)	MBMB (Management By Mutual Benefits)
▪ Definition of objectives agreed by both management and employees ▪ Well-adapted to vertical management models ▪ However, by focusing on results, the way to achieve them (the planning) can be overlooked and lead to suboptimal efficiency ▪ Does not favor innovation nor flexibility	▪ Creates mutual benefits and value by fulfilling the respective expectations of employees and employers ▪ Maximize the probability to obtain the full engagement of employees ▪ Requires from managers to (better) satisfy collaborators … ▪ … to create favorable conditions to secure a higher quality of execution that will lead to better results

Sources: Smart Pharma Consulting

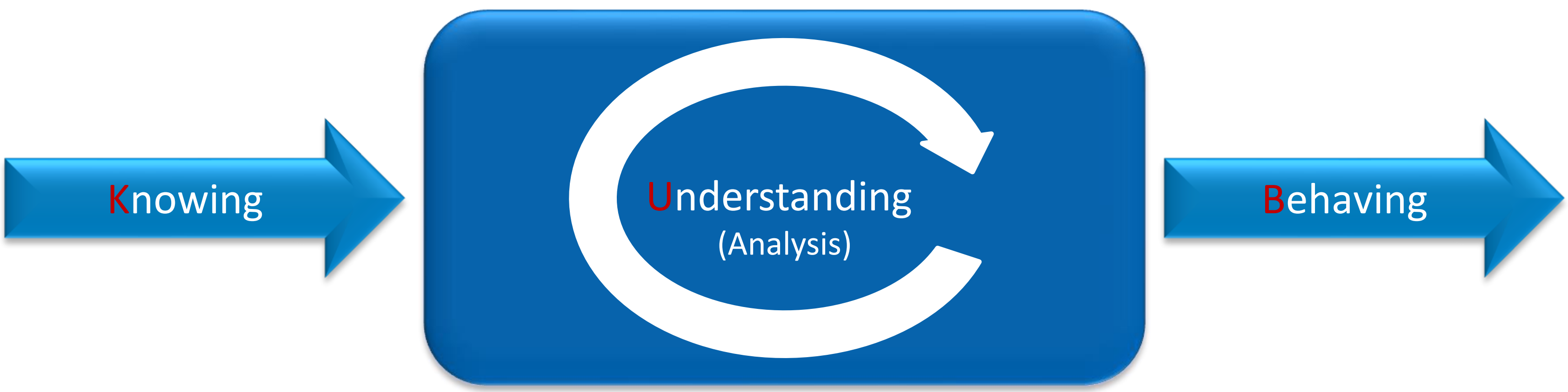
[1] The term was coined by Peter Drucker in 1954 in the book "The practice of Management"

The Smart Manager should use the Smart Index to develop his own competence as well as the ones of his collaborators in a structured and efficient manner

Tip #4 – Use the Smart Index (1/2)

- The Smart Index is a tool which structures the development of competences around 3 components:

Smart index = Knowing x Understanding x Behaving



"Any fool can know. The point is to understand" – Albert Einstein

Sources: Smart Pharma Consulting

The Smart Manager differs from the Good Manager, mainly by his much higher analytical and behavioral skills

Tip #4 – Use the Smart Index (2/2)

- Managers should focus their efforts on one or several components of the Smart Index:

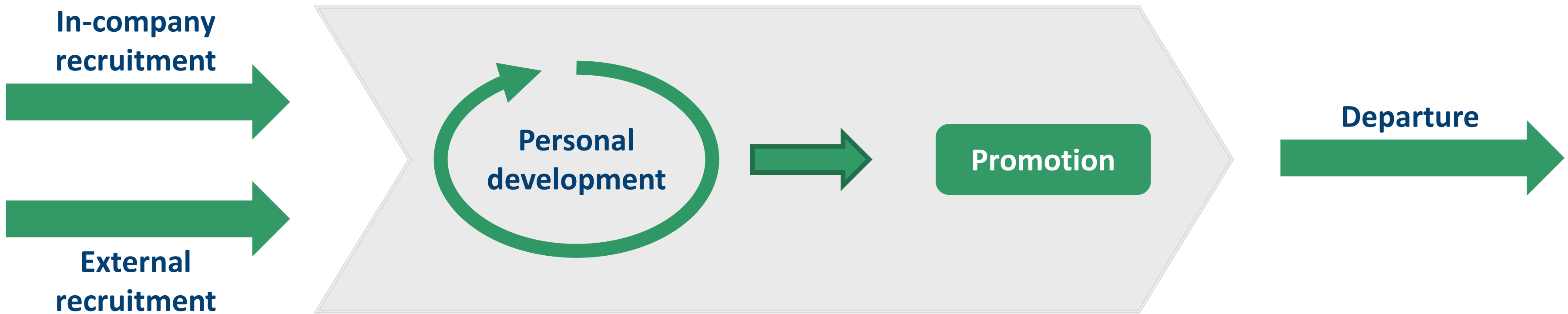
Smart index = Knowing x Understanding x Behaving

Knowing	Understanding	Behaving
Precise – Reliable – Relevant knowledge of Facts & Figures	In-depth & Robust analytical skills and fact-based decision making	Planning, Organizing, Directing & Monitoring to guarantee the quality of execution and keep collaborators engaged

Sources: Smart Pharma Consulting

The Smart Manager can attract the best performers, to develop them and make them feel strongly engaged, while granting them the level of autonomy they deserve

Tip #5 – Manage dynamically collaborators



- Scout and recruit gifted people
- Highlight the mutual benefits expected from collaboration

- Give them a sense of purpose
- Develop & motivate them
- Grant autonomy based on ability

- Do not keep those who under-perform
- Make sure all departures occur in a fair and nice way

"Alone we go faster, together we go further" – African proverb

Sources: Smart Pharma Consulting

A Smart Manager creates the conditions to stimulate the passion of his collaborators for their job, which will prompt them to give their best to achieve their objectives

Tip #6 – Stimulate job passion

Job passion is influenced by **six key drivers**:

Passion is expressed by:

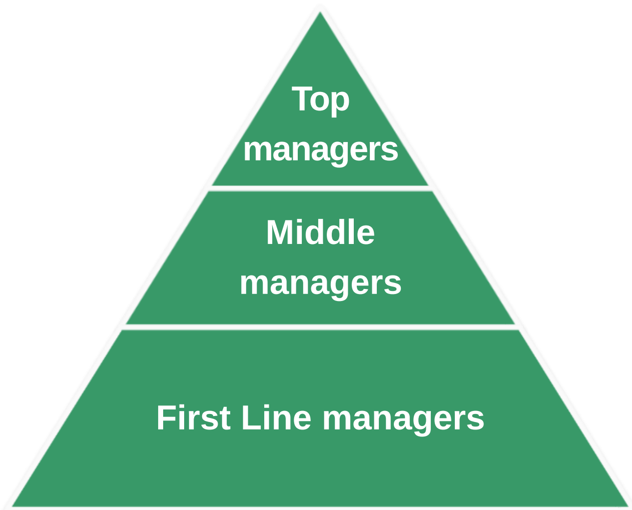
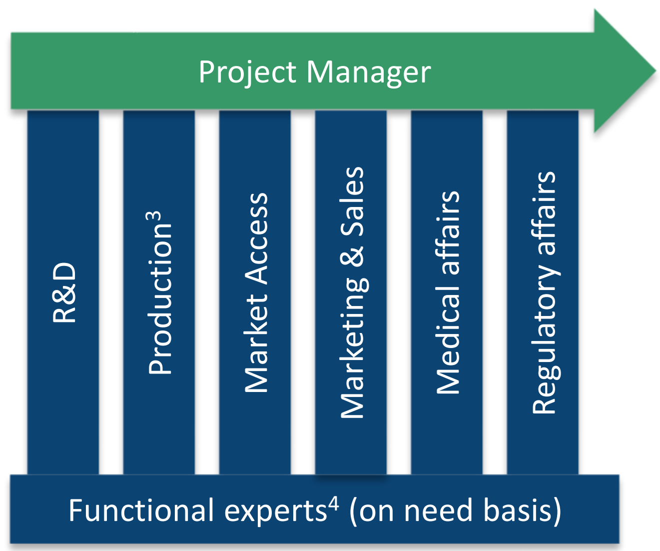
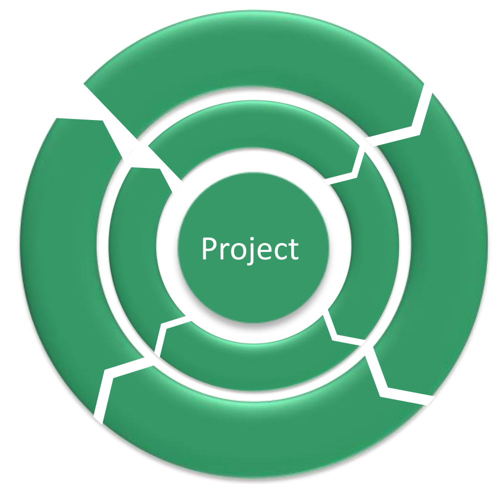
"Pleasure in the job puts perfection in the work"

Aristotle

Sources: Smart Pharma Consulting

The Smart Manager will adopt a management model considering the business constraints, the company's goal, the strategic priorities and the collaborators' skills

Tip #7 – Adopt the right management model – Typology

Vertical Management Model[1] *(Hierarchical management)*	Horizontal Management Model[1] *(Transversal management)*	Concentric Management Model[2] *(Decentralized management)*
		
Effective but too rigid to adapt to situational changes	Adapted to multifunctional tasks but problems of prioritization	Adapted to fast-moving situations but requires a change in mindset

Sources: Smart Pharma Consulting

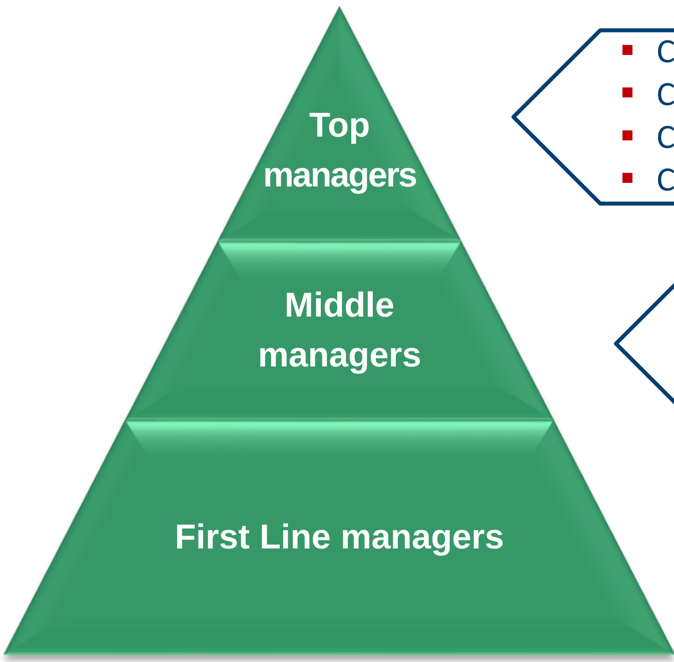
[1] These two models co-exist in most of big and mid pharma companies – [2] This type of model is of interest in situations requiring flexibility, adaptability and more responsiveness to change – [3] Including logistics – [4] Finance, Human resources, Procurement, etc.

This "Command & Control" management model is efficient, facilitating decision-making and monitoring, but often too rigid to efficiently adapt to situational changes

Tip #7 – Adopt the right management model – Vertical Management Model

The vertical management model is hierarchical, with managers passing information and orders from the top to the bottom. The chain of command is well-defined, and the level of control is in general high

Roles & Responsibilities of Managers



Top managers

- Corporate purpose, mission, vision and values determination
- Corporate objectives, strategy (incl. M&A) and budget setting
- Corporate organization design and policy making
- Coordination and control of activities across departments[1]

Middle managers

- Implementation of the corporate strategy and organizational directives
- Crafting of the strategy and corresponding tactics to achieve the objective set for their department, while ensuring an efficient resource allocation
- Management of First Line Managers of their department
- Coordination and control of activities of their department

First Line managers

- Implementation of the strategy and the supportive operational activities, directly or, by managing their subordinates (e.g., medical representatives) within the limits of their budget
- Management, daily, of their subordinates

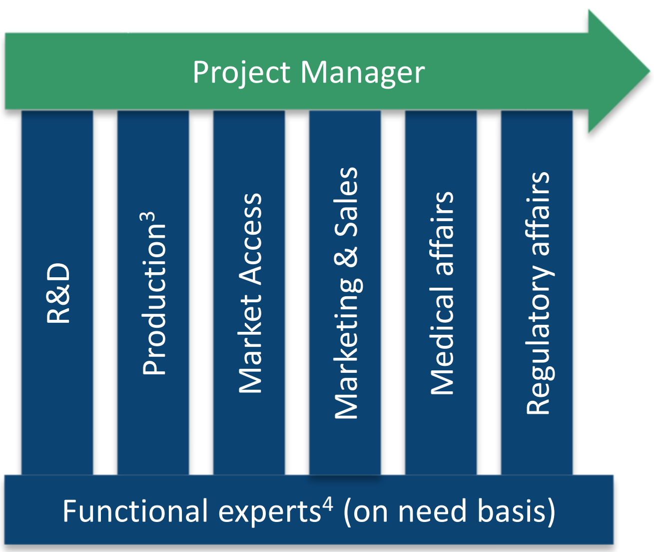
Sources: Smart Pharma Consulting

[1] R&D, Production, Market Access, Marketing & Sales, Medical affairs, Regulatory affairs, Finance, Human resources, procurement, etc.

Project managers role is to specify, organize and plan the execution of projects, while creating and sustaining the engagement of team members until their closing

Tip #7 – Adopt the right management model – Horizontal Management Model[1]

The horizontal management model has a less-defined chain of command, and the priority is given to work in teams around projects or specific tasks, led by project managers or team leaders, respectively



Roles & Responsibilities of Project Managers

- Project management requires the mobilization of financial and expert resources from different departments[2] on an *ad hoc* basis to achieve a clearly defined objective
- Project Managers, like managers of the Vertical Management Model, must plan, organize, direct and monitor the work of functional experts that have been assigned to the project and take corrective actions, whenever required
- Thus, they animate the project team (definition of roles and responsibilities, consciousness raising, mobilization, communication, delegation, control) to carry out the project to its term within the time and budget constraints set
- Functional experts report, during the project, to the Project Manager whose authority flows horizontally across departments boundaries, but they also continue to report to the head of their department whose authority flows downwards (vertically)

Sources: Smart Pharma Consulting

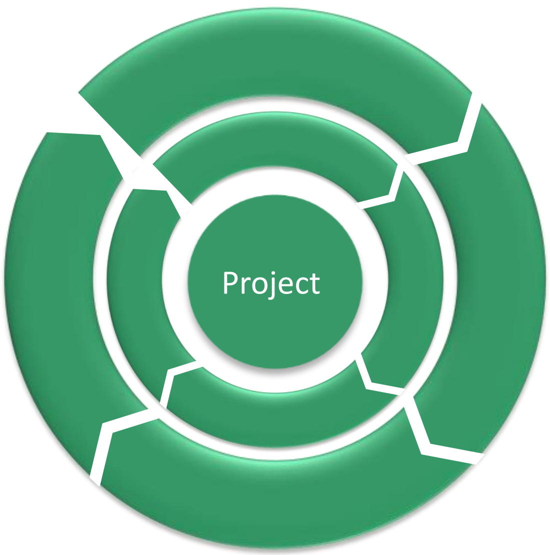
[1] This type of organization is also called matrix organization – [2] R&D, Production, Market Access, Marketing & Sales, Medical affairs, Regulatory affairs, Finance, Human resources, procurement, etc. – [3] Including logistics

Concentric management model, like holacracy, is a hybrid model ensuring reliability of hierarchical organizations and adaptability of self-managed organizations

Tip #7 – Adopt the right management model – Concentric Management Model

This is a decentralized model of management which organizes companies around the work that needs to be done instead of people who do it. It makes companies more flexible, more adaptable and more responsive to change

Holacracy[1]



Roles & Responsibilities

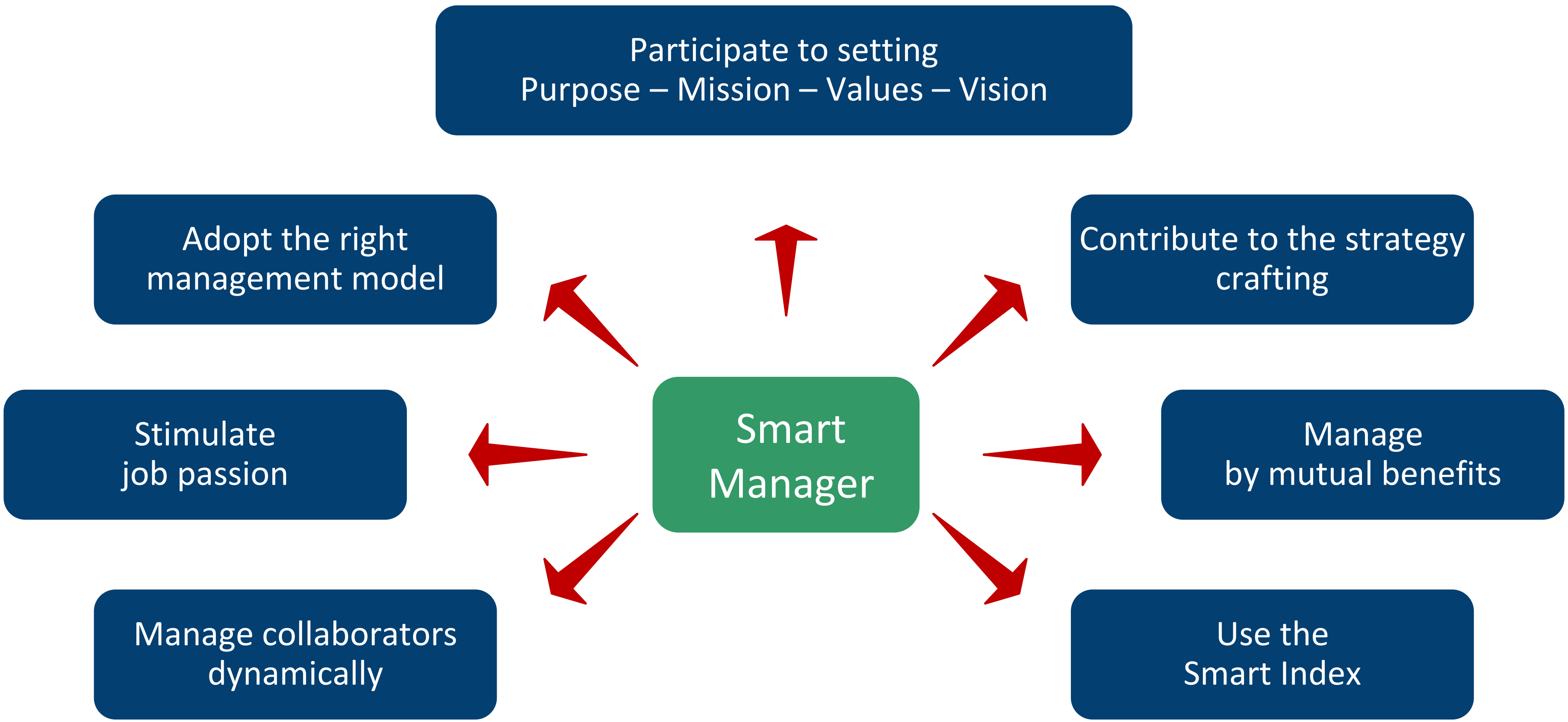
- A "constitution" sets the rules of the game and redistributes responsibilities
- Holacracy is organized as a series of nested teams (circles) made up of a set of roles, grouped together around specific project teams, departments, business units, support functions, etc.
- Roles' definition is constantly updated and clarified based on the day-to-day needs of the teams
- The people who know the most the work to be done are empowered
- People fill multiple roles, and thus are members of several teams
- Teams have their own governance which is an ongoing process
- Issues are added to the agenda when any team member senses a gap between how things are and how they could be addressed in a consensus manner
- Holacracy creates fast and agile organizations to solve tactical issues

Sources: E. Bernstein et al. HBR 2016, David Allen 2016, B. J. Robertson 2015

[1] The term holacracy comes from holarchy which has been coined by Arthur Koestler to describe the way the nature is organized (i.e., a whole being a part of a larger whole like an organ being a part of the body)

Becoming a Smart Manager requires a permanent effort that should be focused, in priority, at excelling in each of the seven tips that have been proposed

Seven tips to become a Smart Manager



Sources: Smart Pharma Consulting

Smart Pharma Consulting can help pharma companies transform Good Managers into Smart Managers through various modes of collaboration

Smart Pharma Consulting Services (1/2)

Sources: Smart Pharma Consulting

This masterclass, proposed by Smart Pharma Consulting, provides Good Managers with tips to become Smart Managers

Smart Pharma Consulting Services (2/2)

Masterclass[1]: Seven tips to become a Smart Manager

Day 1

- 9:00 Introduction to the masterclass
- 9:10 Review of and discussion about the seven tips to be mastered to become a Smart Manager (pre-read sent to participants)
- 10:30 Lecture by and discussion with an expert: "Managers vs. Leaders"
- 11:45 *Break*
- 12:00 Workshop #1: Purpose – Mission – Values – Vision 13:00 *Lunch*
- 14:00 Workshop #2: Strategy crafting
- 15:00 Workshop #3: Management by mutual benefits
- 16:30 *Break*
- 16:45 Workshop #4: Use of the Smart Index
- 18:15 End of the 1st day

Day 2

- 9:00 Introduction to the 2nd day
- 9:10 Workshop #4: Use of the Smart Index (cont.)
- 10:45 *Break*
- 11:00 Workshop #5: Dynamic management of collaborators
- 13:00 *Lunch*
- 14:00 Workshop #6: Stimulation of job passion
- 15:30 *Break*
- 15:45 Workshop #7: Management model selection
- 17:15 Conclusion of the masterclass
- 18:00 End of the masterclass

Sources: Smart Pharma Consulting

[1] Intra-company program proposed both in English or in French

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Excellence in Execution

BEST-IN-CLASS SERIES

Application to pharma companies

“Excellence is not a skill.
It is an attitude”

Ralph Marston

Excellence in execution is essential
to turn a strategy into a business success

1. Introduction

- If the quality of R&D remains the primary success driver of innovative pharmaceutical companies, the quality of their medical, marketing and sales departments is also of utmost importance to turn new products into commercial successes
- The great majority of drugs face strong competition, which requires the crafting of a solid medical, marketing and sales strategy to boost customer preference and hence optimize corporate revenues
- However, business successes or failures are more dependent on the quality of the strategy execution than on the chosen strategy
- The purpose of this position paper is to propose principles and practical recommendations to help pharma companies excel in executing their strategy

"Strategy is about execution" – Sanjiv Anand

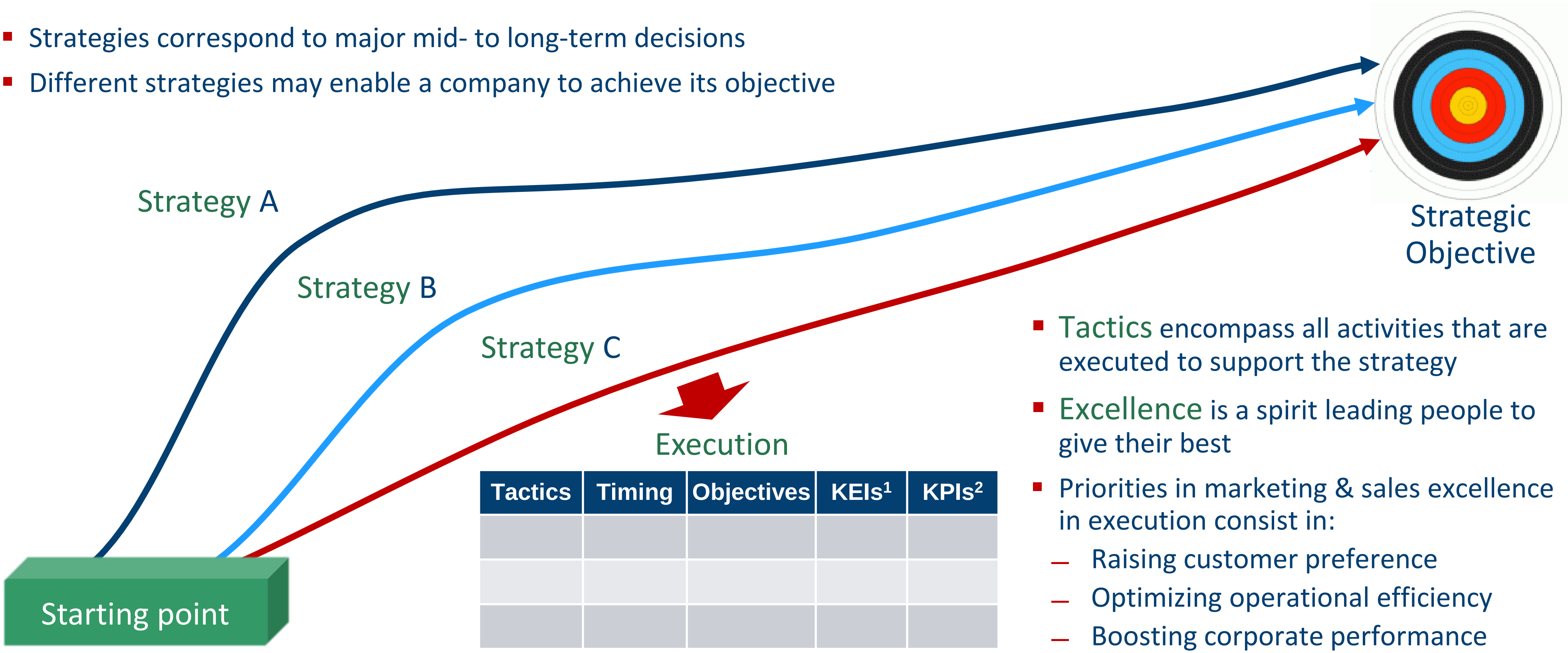
Sources: Smart Pharma Consulting

Excellence, when applied to strategy execution, contributes to drive customer preference, optimize operational efficiency and corporate performance

1. Introduction

Strategy – Tactics – Execution – Excellence

- Strategies correspond to major mid- to long-term decisions
- Different strategies may enable a company to achieve its objective



Tactics	Timing	Objectives	KEIs[1]	KPIs[2]

- Tactics encompass all activities that are executed to support the strategy
- Excellence is a spirit leading people to give their best
- Priorities in marketing & sales excellence in execution consist in:
  - Raising customer preference
  - Optimizing operational efficiency
  - Boosting corporate performance

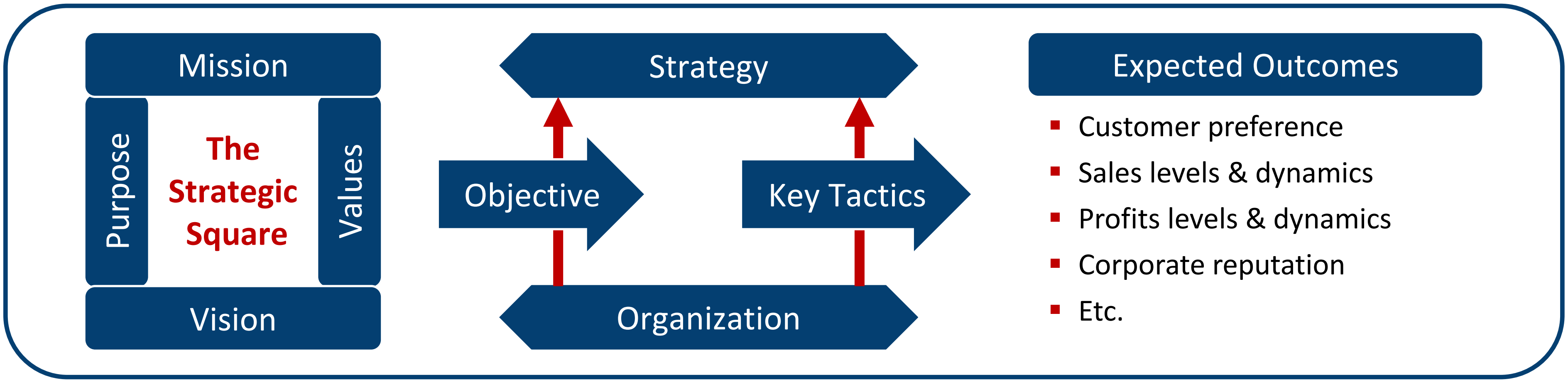
Sources: Smart Pharma Consulting

[1] Key Execution Indicators – [2] Key Performance Indicators

The Smart Strategic Model helps to align the "Strategic Square" to the strategic objective and then to craft the best strategy and the corresponding tactics supported by the right organization

1. Introduction

The Smart Strategic Model™ – Principles



- **Purpose:** Why do we exist?
- **Vision:** What do we aspire to become?
- **Mission:** What do we do and for who?
- **Values:** What do we believe in and how do we behave?
- **Objective:** What do we want to achieve?
- **Strategy:** Where to play and how to play to win?
- **Organization:** What activities, processes, structure[1] and culture we put in place to execute the strategy?
- **Key tactics:** How are we going to execute the strategy?
- **Performance:** What have we quantitatively and qualitatively[2] achieved and what are the gaps and why, if any?

Sources: Smart Pharma Consulting

[1] Including the headcounts and the organigram – [2] Such as corporate reputation (see our position paper on our website)

The strategy should be crafted according to the analyzed situation and trends, and the strategic objective set, prior to the design/adjustment of the organization

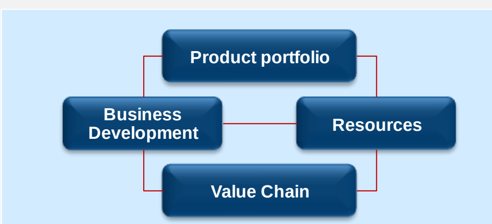
1. Introduction

The Smart Strategic Model™ – Strategy & Organization

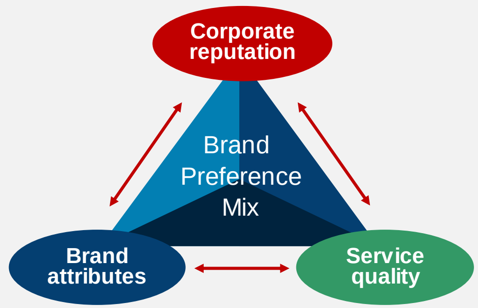
Situation & Trends Analysis

Competitive Landscape Analysis

Company Assets Assessment



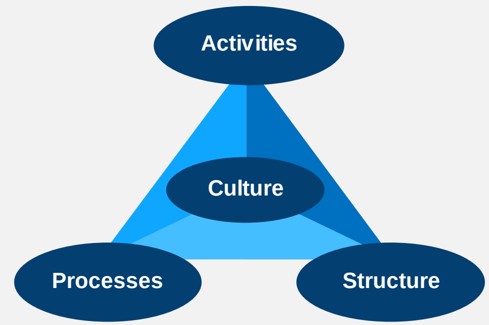
Strategy Crafting



Marketing & sales strategies should be crafted to raise customer preference and create a long-lasting competitive advantage by:

- Seizing market opportunities
- Combating market threats
- Leveraging competitive strengths
- Addressing competitive weaknesses

Organization Design



The organization should be designed to support the crafted strategy efficiently

Four dimensions should be considered:

- Activities (and competencies)
- Structure (FTEs, organization chart)
- Processes (coordination, decision-making, information sharing, etc.)
- Culture (working conditions, etc.)

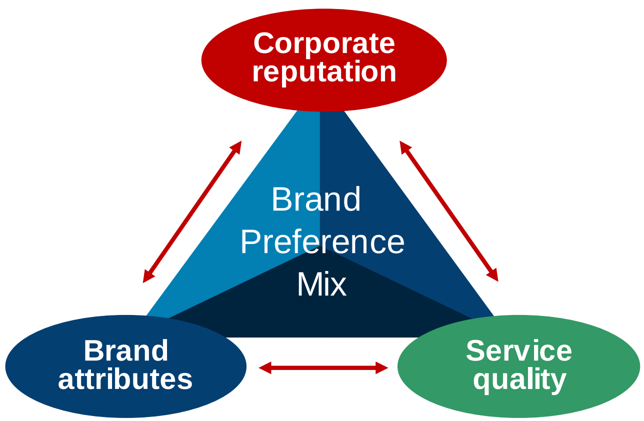
Sources: Smart Pharma Consulting

Medical, Marketing & Sales departments must put into perspective the value drivers related to the three components of the Brand Preference Mix to gain/strengthen customer preference

1. Introduction

The Smart Strategic Model™ – Key Tactics (1/2)

Brand Preference Mix → **Value Drivers** → **Customer Portrait**



- The 3 components of the Brand Preference Mix must be activated…
- … to bring **superior benefits** to customers than competitors do
- Marketing & Sales activities aim at **promoting** these **benefits** and **convincing** customers to **recommend, buy** or **use** the proposed **products**

Customer preference is **driven by** their:

- **Needs**: "I need a treatment for this disease that is effective and safe" [fact-based]
- **Wants**: "I want to prescribe this treatment because I feel more secure" [emotional]

But **limited by** their:

- **Fears**: "I am used to another treatment and do not wish to change my habits" [fact-based & emotional]

Sources: Smart Pharma Consulting

Features of each pillar of the Brand Preference Mix should be expressed as benefits to customers in order to strengthen their preference to the brand

1. Introduction

The Smart Strategic Model™ – Key Tactics (2/2)

Brand Preference Mix (BPM)	Features of the BPM pillars	Benefits to customers
Corporate reputation	• What to say and do to build an appealing image and establish the company as a reliable player? • How should these initiatives be carried out?	The benefits the customers are likely to draw[1] should be identified for each feature of each component of the Brand Preference Mix
Brand attributes	• How to differentiate positively the brand from competition? • How to highlight these attributes in an effective and efficient way? • To whom these differentiating points should be communicated?	
Service quality	• What services to develop to create a superior difference vs. competition? • How to make sure these services are highly valued by customers? *[Are they useful / interesting / convenient / well executed?]* • How should these services be executed to meet excellence?	

Sources: Smart Pharma Consulting

[1] Benefits could be: functional, financial, emotional and/or self-expressive

The Preference Ladder shows where do customers stand and how to make them move up to the ultimate preferential behavior step

1. Introduction

The Smart Strategic Model™ – Expected Outcomes

Step	Preference Ladder	Leverage points
Step 4	**Preferential behavior**	▪ Be highly desirable ▪ Offer attractive experiences ▪ Induce unmatchable perception of higher benefits
Step 3	**Preferential opinion**	▪ Offer higher benefits ▪ Be significantly distinctive ▪ Ensure superior execution
Step 2	**Positive opinion**	▪ Be relevant (what are the benefits?) ▪ Be credible and legitimate ▪ Ensure high quality of execution
Step 1	**Awareness**	▪ Communicate ▪ Create experience ▪ Stimulate / sustain memorization

- To induce a preferential behavior in favor of their products, Marketing & Sales departments must make their customers climb the Preference Ladder
- While defining:
  - Activities to be executed
  - Quality standards of execution
  - Communication priorities

It is key to monitor where each customer stands on the Preference Ladder and fine tune how to make them move up

Sources: Smart Pharma Consulting

Strategy and execution must be perfectly aligned to lead to success

1. Introduction

Strategy to Execution Alignment

- Strategy and execution are closely intertwined since, to achieve an objective, it is necessary to choose:
  - A strategy (approach) and
  - The activities to be executed to implement that strategy

Case study: Starbucks

- Howard Schultz, former CEO of Starbucks, wanted his coffee shops to be the "third place" for conviviality beyond home and workplace
- Starbucks has managed to deliver its promise by:
  - Creating a warm layout and decor in its stores
  - The warm and friendly behavior of its employees who know how important they are to succeed

"Strategy without action is a daydream. Action without strategy is a nightmare"

Sources: Smart Pharma Consulting

Excellence is a spirit leading people to give their best to beat competitors, to exceed customer expectations, in an efficient manner, to optimize corporate performance

2. Definitions

Excellence vs. Perfection

EXCELLENCE

- The pursuit of excellence is focused on the reason for a task and the results to make it a success
- Excellence is related to:
  - Doing the right things (i.e. focus on what matters), making it more productive than perfectionism
  - Looking for continuous improvement to deliver outstanding quality to outperform the competition
- There is no fear attached to excellence

~~PERFECTION~~

- If perfection is the ultimate goal, the business environment moves too fast to achieve it
- Perfection is related to do things right
- Looking for perfection is inefficient due to the inordinate amount of time required
- Perfectionism has shown to cause anxiety and procrastination by fear of failure and thus to reduce people performance

"Strive for excellence, not perfection"

Sources: Smart Pharma Consulting

Excellence in execution is the ability to carry out a plan in an outstanding and better manner than your competitors so that to generate customer preference

3. Why is Excellence in Execution so Important?

Excellence in Execution

"The thing that keeps a business ahead of the competition is excellence in execution" – Tom Peters

- If the right strategy is needed to achieve companies' objectives, it is not sufficient
- To produce its effect, the strategy must be well executed
- Thus, looking for excellence in execution is imperative to create and increase the preference of customers
- Execution excellence does not only boost sales, but it also reduces costs by improving operational efficiency
- According to John Kotter from Harvard Business School, 70% of strategies fail because of poor execution
- Achieving excellence in execution is challenging because it requires to have the right tactics in place, the right capabilities and the right behaviors

"When a strategy looks brilliant, it's because of the quality of execution" – Rosabeth Moss Kanter

Sources: Smart Pharma Consulting

Poor medical, marketing and sales execution is mainly due to inadequate strategy, lack of customer insights, insufficient coordination and absence of efficient monitoring system

4. Reasons for Poor Execution in the Pharma Industry

10 factors preventing Excellence in Pharma Medical, Marketing & Sales Execution

- **#1** Brand strategy crafted at the global level is not necessarily relevant to local markets
- **#2** Unclear understanding of the brand strategy by medical, marketing and salespeople
- **#3** Insufficient customer insights (knowledge and understanding of their wants and needs)
- **#4** Poor quality of interactions with HCPs which are seen as useless and not interesting
- **#5** Inefficiency of first line managers to develop frontline collaborators competence[1]
- **#6** Low enthusiasm from medical, marketing and sales teams who are insufficiently connected
- **#7** Activities carried out without prior evaluation of their likely impact on customers
- **#8** Non-systematic evaluation of the impact of key activities on customer level of preference
- **#9** Suboptimal collaboration and cooperation between medical, marketing and sales teams
- **#10** Lack of boldness from the regulatory department to accept innovative ideas

Sources: Smart Pharma Consulting

[1] Medical representatives, MSLs, KAMs, etc.

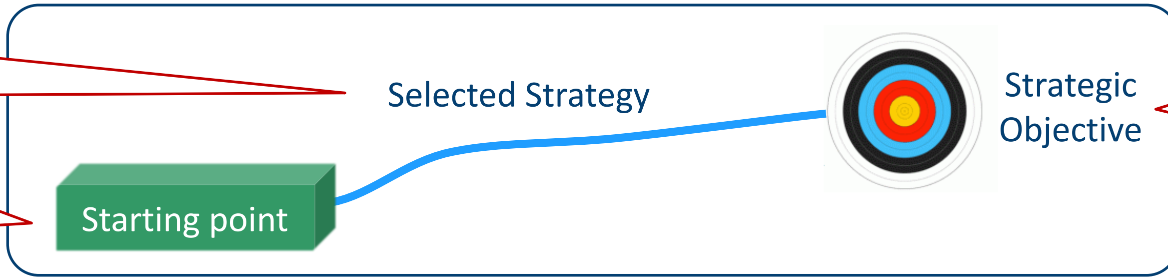
Alignment on the objective, the selected strategy and the corresponding tactics, of collaborators involved in execution will make it more relevant and more efficient

5. How to develop a Smart Execution Excellence Model?

Introduction (1/2)

Make sure the selected strategy is accepted

Make sure the situation analysis is understood



Make sure the objective is shared and agreed upon

Execution

Tactics	Timing	Objectives	KEIs[1]	KPIs[2]

Agree on most relevant tactics to support the strategy with those who will implement them

Determine with the "implementers" the best manner to execute these activities in terms of efficacy, efficiency and motivation for them

Sources: Smart Pharma Consulting

[1] Key Execution Indicators – [2] Key Performance Indicators

Excellence in execution requires a participative and collaborative approach, to focus on the most important activities, to develop competence and to ignite passion of collaborators

5. How to develop a Smart Execution Excellence Model?

Introduction (2/2)

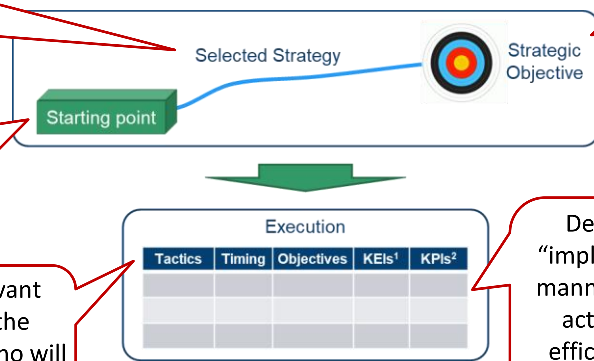
A holistic approach to strategy and execution is required for a perfect alignment

- Involve employees in crafting the strategy to facilitate their buy-in, and make the execution both easier and smoother
- Empower employees to develop their sense of ownership and figure out how best to meet the objective
- Share values to make decisions aligned with the strategy

Make sure the selected strategy is accepted

Make sure the situation analysis is understood

Agree on most relevant tactics to support the strategy with those who will implement them



Make sure the objective is shared and agreed upon

Determine with the "implementers" the best manner to execute these activities in terms of efficacy, efficiency and motivation for them

- Set specific and measurable objectives to help frontline employees take ownership over their roles in the execution
- Ensure that metrics measure that right things are done (KPIs) in the right way (KEIs)

- Ensure excellence in execution is focused on the most critical activities to achieve the strategic objective, which must be broken down in tactical objectives and thus in cross-team and/or individual objectives
- Build plans which are practical (i.e., clear, concrete, familiar), flexible and adapted to market or company changes
- Leaders must define the ways of working, how to exercise operational monitoring, inspire and mobilize the most talented employees

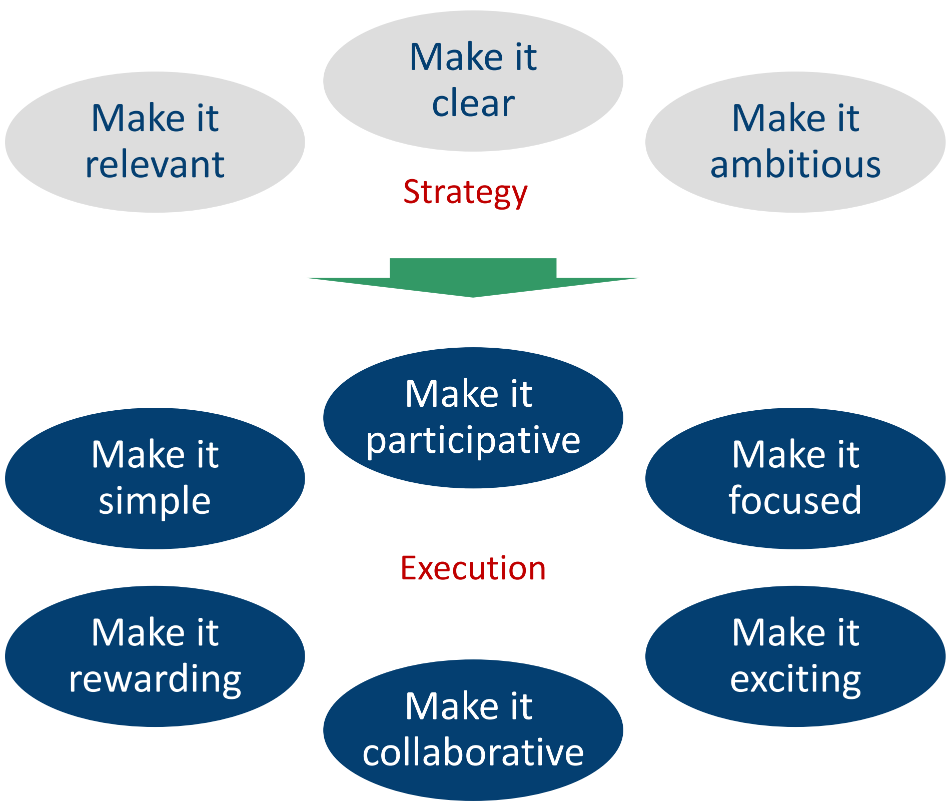
Sources: Smart Pharma Consulting

[1] Key Execution Indicators – [2] Key Performance Indicators

Nine guiding principles to be applied and five key questions to be answered should help the implementation of a Smart Execution Excellence Model

5. How to develop a Smart Execution Excellence Model?

Nine guiding principles



Five key execution-related questions

1. What to do?
Select the most relevant activities

2. Why to do it?
Document the rationale to carry out these activities

3. How to do it?
Define the best practices and the best organization

4. How well it has been done?
Monitor the quality of execution

5. How close are we from the objective?
Monitor the performance

Sources: Smart Pharma Consulting

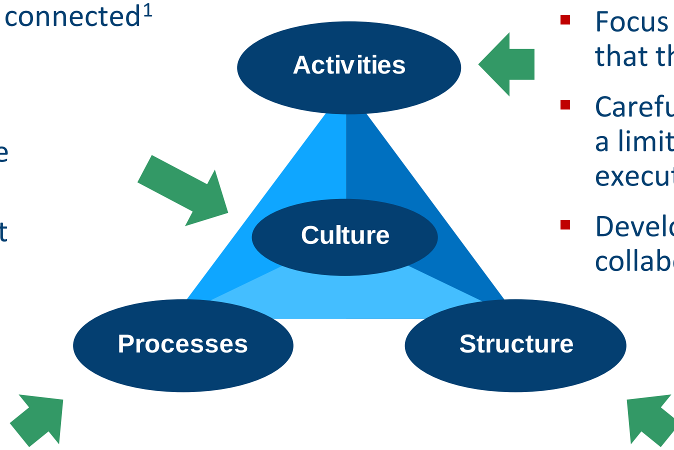
To achieve Excellence in Execution, companies must design a holistic organizational system that will foster the search for excellence by all its collaborators, front line and back-office ones

5. How to develop a Smart Execution Excellence Model?

Key organizational recommendations

- Develop a culture of superior customer satisfaction to gain customer preference and increase market share
- Develop a powerful vision so that people feel connected[1]
- Install a participative culture[2]
- Engrain a culture of excellence
- Create a working atmosphere that will engage collaborators to give their best
- Encourage pro-activity, agility and experiment to find new solutions to excel in execution

- Provide direction and resources for achieving strategic objectives
- Focus on activities that best support the strategy and that the company excels at
- Carefully plan the execution of key activities and select a limited number of metrics to monitor the quality of execution and the impact of activities
- Develop the skills of managers and of their collaborators in charge of executing activities



- Facilitate and motivate cooperation and collaboration across multifunctional teams
- Develop enabling tools to:
  - Align objective, strategy and tactics
  - Measure the quality of execution and the impacts of activities
  - Reinforce the cohesion of the teams
  - Learn from experience
- Streamline processes and set up standards of excellence
- Define a process to facilitate participation of collaborators

- Design an adaptative structure that can be easily modified according to the changing environment
- Set up flat and lean organizational chart to favor accountability and empowerment
- Simplify structures by eliminating needless complexity
- Delineate lines of authorities and decision rights

Sources: Adapted from Scott A. Snell "In search of Execution" SHRM (2016) by Smart Pharma Consulting

[1] Set clear performance expectations, hold them accountable, give them regular feedbacks, reward their performance, share outcomes, etc. – [2] Solicit ideas and inputs, listen to people, select and implement their most appropriate suggestions

The lunchbox delivery system carried out by dabbawalas is considered as one of the best-in-class model of service excellence in logistic for its level of accuracy and its timeliness

6. Case Study: The Mumbai Dabbawalas

Description of the Business Model (1/2)

Dabbawala in Mumbai area

- The dabbawalas deliver ~130,000 lunchboxes per day, in Mumbai area, from homes and restaurants to people at work
- The lunchboxes are picked up in the morning, delivered predominantly using bicycles and railway trains by 1:00 pm

Lunchboxes distribution by handcarts

- Lunchboxes are labeled using a system of signs symbols, numbers, letters and colors indicating:
  - Where the lunch has been picked up
  - Which station it will be sent to
  - The final address of the owner
- This old-fashioned distribution system is more effective than Deliveroo or Uber Eats
- It is recognized as one of the world's most efficient logistics systems

Lunchbox coding system

- The cost for the service is ~ € 6 per month
- The dabbawalas belong almost exclusively to the Varkari community, which worships the Hindu god Vithala who teaches that "giving food is a great virtue"
- They are organized in a cooperative of 5,000 semiliterate partners, are self-employed and paid the same, around € 190[1] per month, and receive in addition tips from their customers

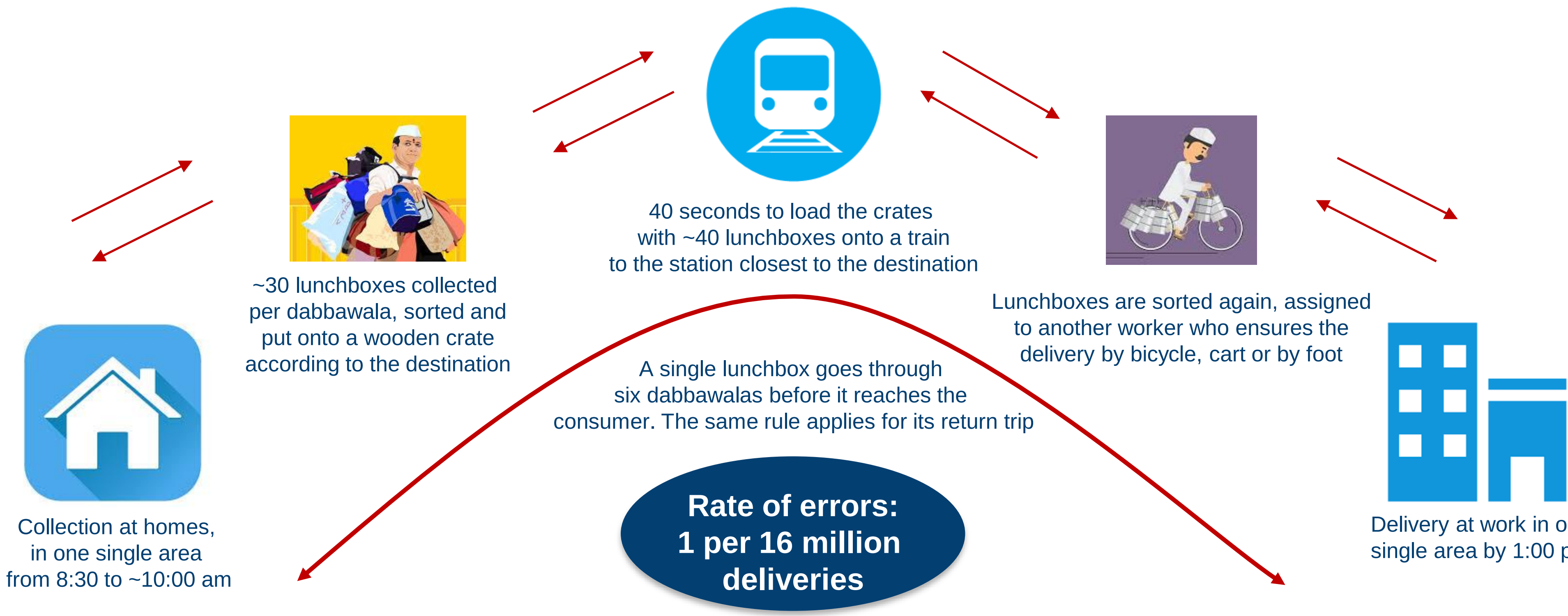
Sources: Sources: "How Dabbawalas became the world's best food delivery system" by Emma Henderson, Independent (2017) – Smart Pharma Consulting analysis

[1] Which is considered as a good salary in India, especially for unskilled labour

The low-tech distribution system carried out by the dabbawalas has been graded “Six Sigma”, meaning that the rate of mistakes is fewer than 3.4 per million transactions

6. Case Study: The Mumbai Dabbawalas

Description of the Business Model* (2/2)



Sources: “Mumbai’s models of service excellence” by Stefan Thomke, HBR (2012) – Smart Pharma Consulting analysis

* Description of the delivery system: https://www.youtube.com/watch?v=USb0eXtT2vs

The efficacy of the dabbawalas distribution system is based on the perfect alignment of their organization, their management and culture which tend to reinforce one another

1. Introduction

Analysis of the Business Model

Activities

- Each dabbawalla is responsible for his allocated group of customers
- Workers with more than 10-year experience serve as supervisors[1]
- Tight schedule helps synchronize everyone and imposes discipline

Structure

- 200 units of 20-25 groups of dabbawalas are headed by a supervisor
- Flat structure ensuring agility
- 2 committees[2] tackle operational and organizational issues

Process

- Simplicity is key[3]
- Each group is autonomous
- 2-3 extra workers per group stand by in case of emergency
- Adherence to processes and to quality standards is mandatory
- Performance is based on schedule and proper lunchbox delivery

Culture

- Dabbawalas remain in their group for their entire working life, which creates strong ties
- Most of them have the same culture
- They are proud to deliver food to people and have a strong sense of belonging

Dabbawalas mission: "Delivering food on time every time"

Sources: "Mumbai's models of service excellence" by Stefan Thomke, HBR (2012) – Smart Pharma Consulting analysis

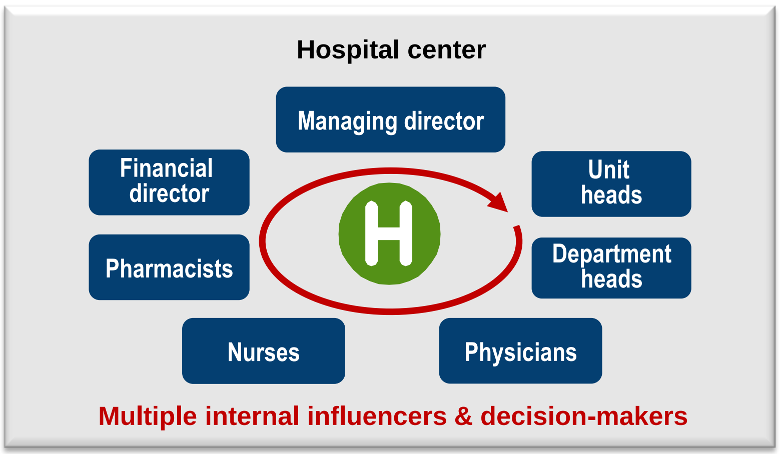
[1] There are 635 supervisors amongst the 5,000 dabbawalas – [2] The Operational Committee and the Charitable Trust – [3] As shown by the coding system, the standardization of lunchboxes size and shape

To get physicians to prefer a brand is becoming more complex, both in hospital and open care markets, due to increased price sensitivity and the multitude of influencers

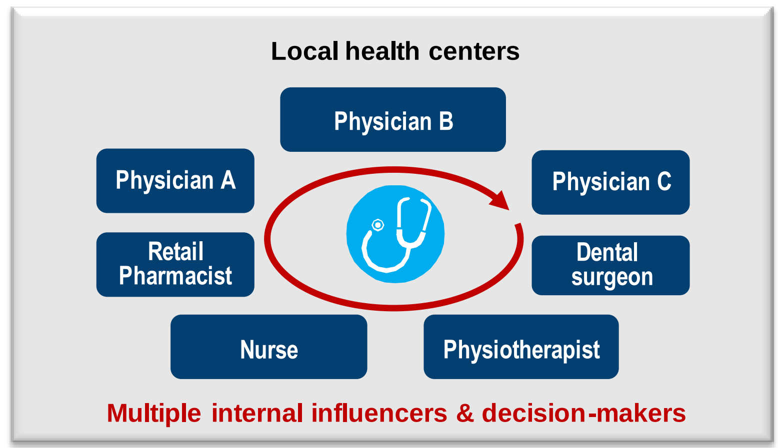
7. Pharma Medico-Marketing & Sales Application

Situation analysis (1/2)

Hospital market segment



Open care market segment



- Prescribing decisions are more and more made in concertation, following protocols, and through the influence and pressure of various stakeholders
- The access to HCPs at hospital centers by Field Forces has become a burning issue

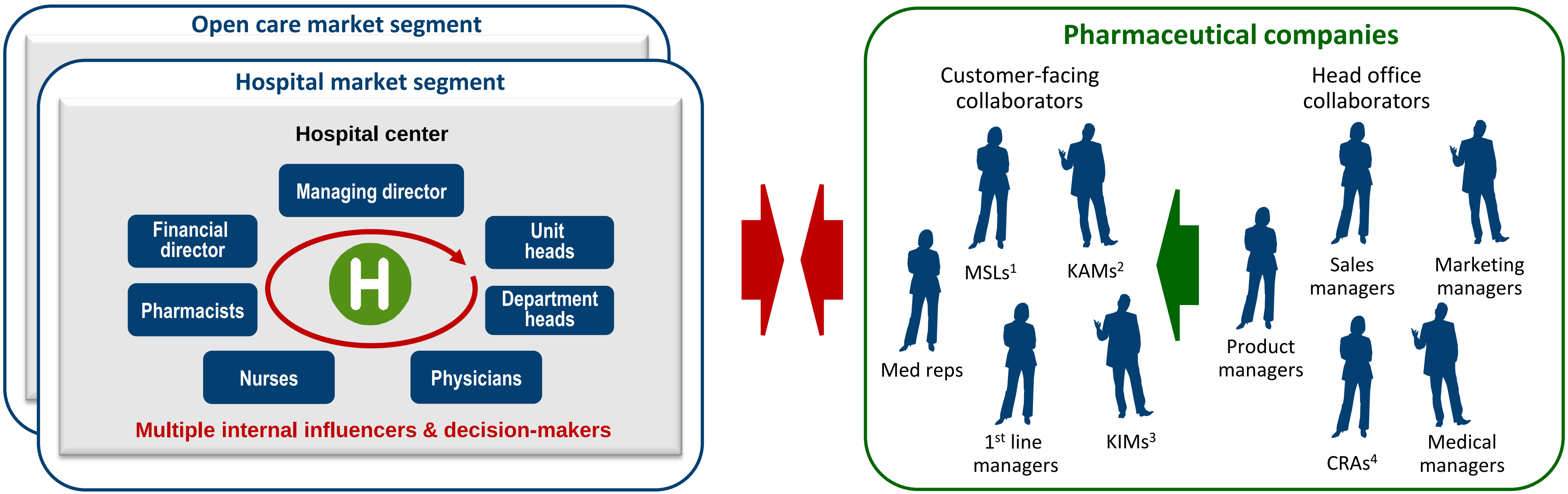
- Office-based physicians prescribing behavior is more and more under the influence of health authorities, payers or other HCPs
- Access to HCPs on the open care market segment has become a major issue for Field Forces

Sources: Smart Pharma Consulting

Pharma companies must adopt an efficient organization to deal with bigger accounts, more and more price-sensitive, in which decision-making processes are complex

7. Pharma Medico-Marketing & Sales Application

Situation analysis (2/2)



- Pharma companies have to address two key issues:
  - To protect, as much as possible, the price of their drugs
  - To move from a B-to-C to a B-to-B business model in which the prescribing decision is made by multiple stakeholders having different views and objectives

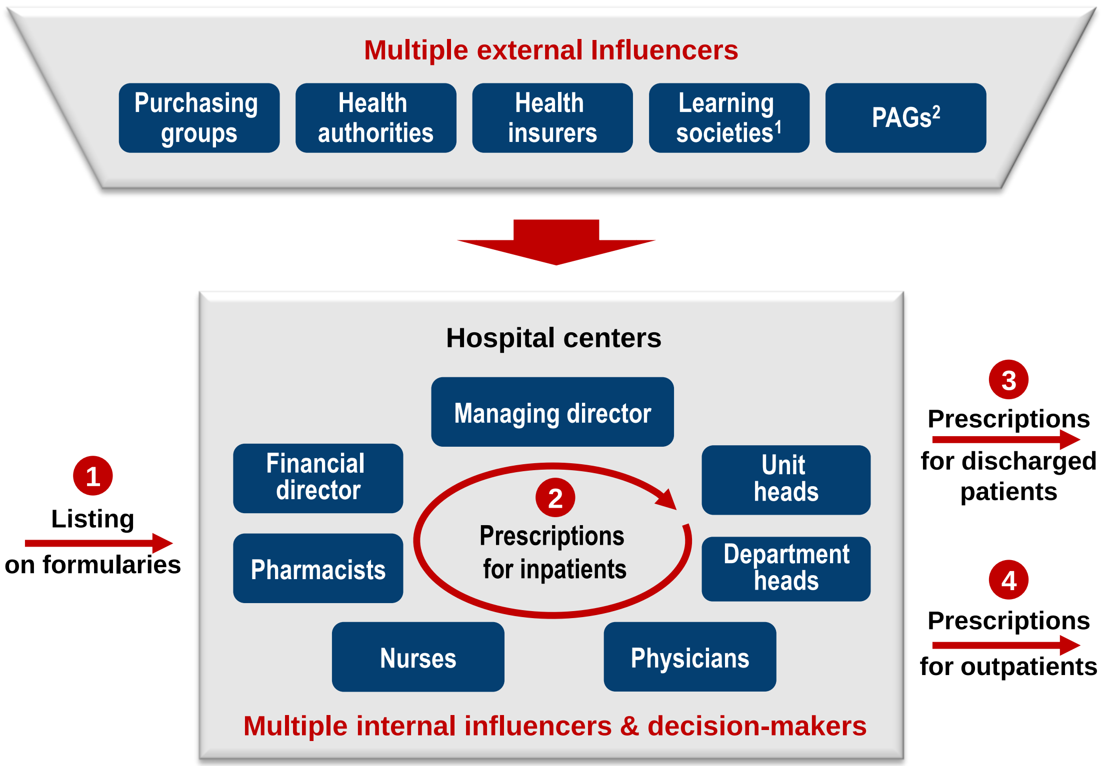
Sources: Smart Pharma Consulting

[1] Medical Science Liaisons – [2] Key Account Managers – [3] Key Institution Managers who are in contact with regional health authorities and payers and who can propose hospital centers to participate, for instance, to a local public health initiative on a given pathology – [4] Clinical Research Assistants

Irrespective of the hospital key account, the strategy crafted by pharma companies should have a favorable impact on one or several of its four key performance drivers

7. Pharma Medico-Marketing & Sales Application

Strategy Crafting on the Hospital Market



- To boost their performance at hospital center level, pharma companies should activate one or several of the following key performance drivers:
  1. The listing on formularies[3]
  2. The prescription for inpatients[4]
  3. The prescription for discharged patients[4]
  4. The prescription for outpatients[4]
- These drivers will be selected according to the objective set and the actions to activate them will depend on:
  - Each hospital specificities (e.g., strategic priorities, procurement process and policy, degree of complexity, power games)
  - Product portfolio competitive position
  - Value of services offered to date
  - Corporate reputation

● *Key performance drivers for pharma companies*

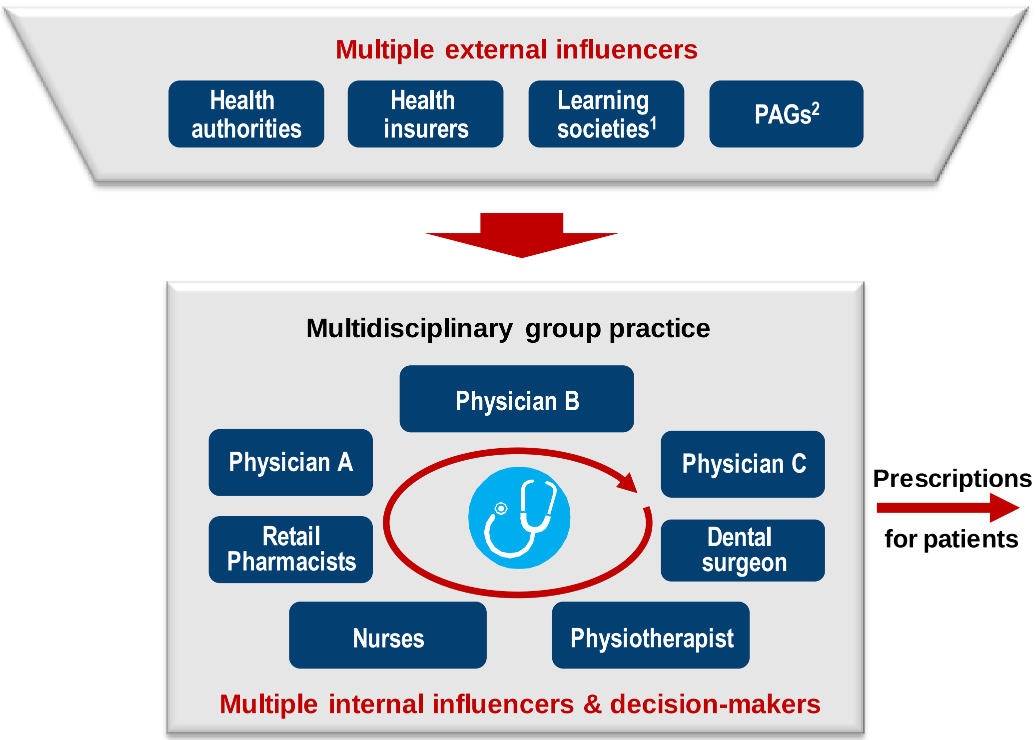
Sources: Smart Pharma Consulting

[1] Through the therapeutic guidelines they may publish – [2] Patient Advocacy Groups – [3] Under the direct responsibility of KAMs – [4] Under the direct responsibility of medical reps

Field Force Teams operating on the open care market must secure access to customers and raise preference to their brand by ensuring highly valued interactions

7. Pharma Medico-Marketing & Sales Application

Strategy Crafting on the Open care Market



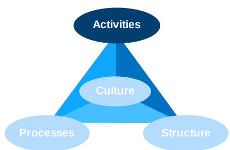
- The expected outcome from customer strategy on the open care market is to:
  - Secure regular access to HCPs which is particularly difficult in health centers
  - Raise HCPs preference in favor of marketed products by leveraging the three components of the Brand Preference Mix[3]
  - Maintain a favorable opinion and behavior of stakeholders who are likely to influence HCPs and patients
- To address these challenges, the Field Force Team members will have to:
  - Ensure highly valued interactions
  - Coordinate their activities to leverage potential synergies
  - Be flexible enough to adjust themselves to the external and internal changes

Sources: Smart Pharma Consulting

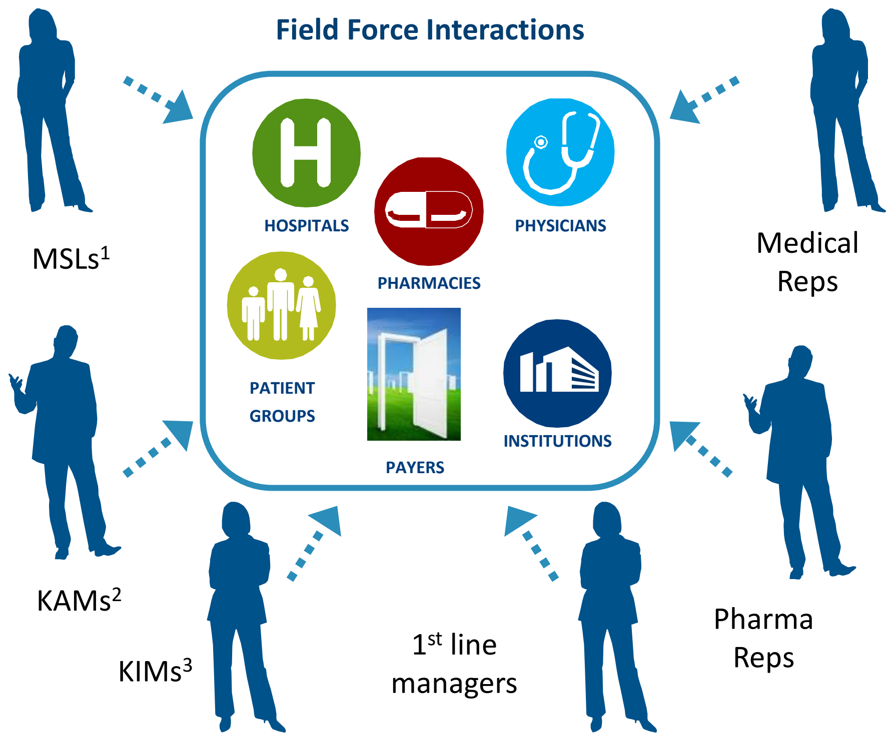
[1] Through the therapeutic guidelines they may publish – [2] Patient Advocacy Groups –
[3] See Smart Pharma Consulting position paper "Best-in-Class Pharma Marketers" published in March 2017

Field Force Teams activities should be regularly adjusted to secure a regular access to customers and boost their preference to the brands marketed by the company

7. Pharma Medico-Marketing & Sales Application



Organization – Key activities (1/2)



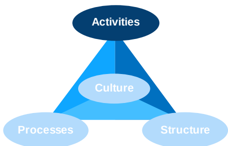
- Activities of Field Force Teams should be systematically streamlined:
  - Activities having no significant impact to raise the value of the marketed brands should be stopped
  - Customers shared by different Field Force functions (e.g. MSLs and medical reps) require a clear co-positioning to avoid duplication and a thoughtful coordination of activities to leverage potential synergies which will be driven by sharing competencies and/or costs
- To secure access to customers and influence them, Field Force Teams should, better than competitors:
  - Acquire a high level of market insights[4]
  - Highlight the image[5] of the company they work for
  - Propose and deliver highly valued services
  - Exhibit the benefits offered by the marketed brands
  - Use customer preferred communication channels
- Ambitious capability building programs would be required

Sources: Smart Pharma Consulting

[1] Medical Science Liaison – [2] Key Account Managers – [3] Key Institution Managers – [4] Meaning: have an excellent knowledge and a good understanding of the healthcare system, the key market stakeholders (health authorities, competitors, customers) – [5] See Smart Pharma Consulting position paper "How to create a superior Pharma Corporate reputation" published in December 2016

The development of Field Force Teams competencies can be structured and prioritized with the help of the Smart Index tool

7. Pharma Medico-Marketing & Sales Application



Organization – Key activities (2/2)

- The **Smart Index** is a tool which structures the development of competencies around 3 components:

Smart index = Knowing x Understanding x Behaving

Knowing

Precise, reliable & relevant knowledge of facts & figures re. the market, the company, with a special emphasis on customers and their influencers

Understanding

In-depth & robust analytical skills and fact-based decision making

Behaving

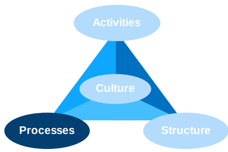
Planning, organizing, directing & monitoring to guarantee the quality of execution, leverage potential synergies and keep colleagues engaged

"Any fool can know. The point is to understand" – Albert Einstein

Sources: Smart Pharma Consulting

High market sensitivity, simple and short processes, cross-departments coordination and cooperation will contribute to serve customers better

7. Pharma Medico-Marketing & Sales Application



Organization – Processes (1/6)

- Customer-focused organization (silos around customers vs. brands)
- Knowledge- and experience-sharing
- Harmonization of activities

- Skills to develop and deliver high value solutions
- Ability to explore and discover customer insights (deep knowledge of their needs, wants, behaviors)
- Motivated and empowered collaborators

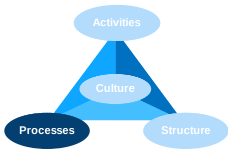
- Project teams including members from various departments centered around customers
- Shared customer database
- Introduction of metrics to foster cultural change

- Partnership with external players to propose unique and highly valued offerings to customers

Sources: Adapted from R. Gulati (HBR 2007) - Smart Pharma Consulting analyses

To create value for field forces, and therefore for the company, head office functions should maintain a business-driven balance between support and control

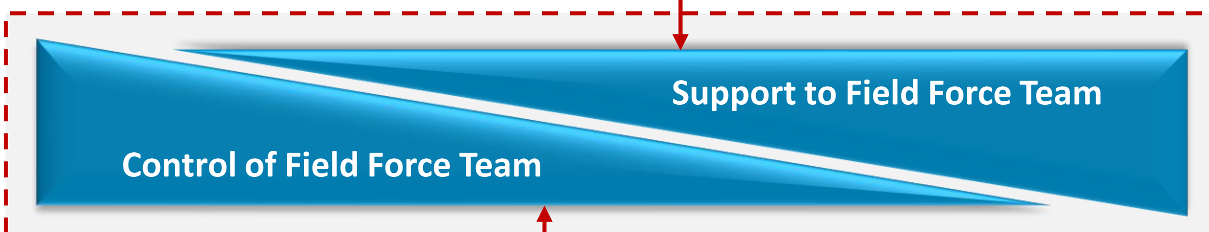
7. Pharma Medico-Marketing & Sales Application



Organization – Processes (2/6)

- *Ad hoc* capabilities missing at Field Force level
- Complementary resources (e.g., if understaffing)
- Strategic directions and priorities, whenever required

- Support to facilitate in-field activities, to address scientific, legal, HR issues, etc.
- Competence and experience sharing across BUs and from head office to in-field functions



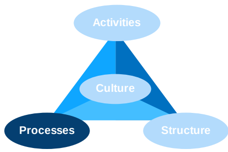
- Business-relevant metrics (automation, dashboards, standardized score cards)
- Selected number of KPIs (key performance indicators) and KEIs (key execution indicators)

- Monitoring of compliance (e.g., HR policy, people management, marketing & sales practices, etc.)
- Monitoring of the level of organizational agility and suggestions of solutions to fill up the gaps (if any)

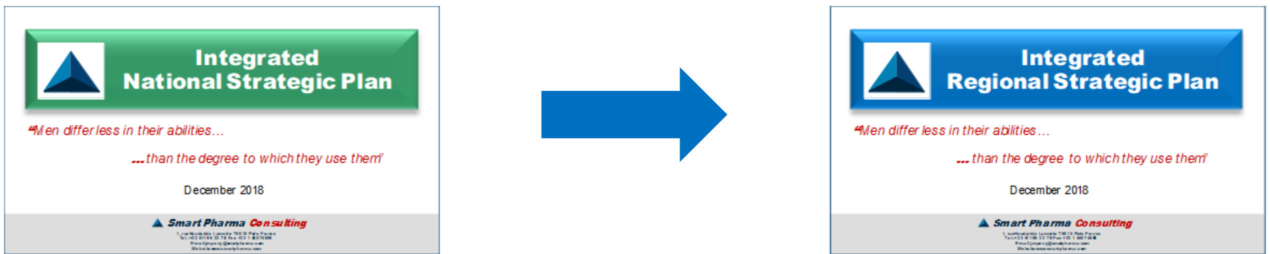
Sources: Smart Pharma Consulting

The activities of in-field collaborators interacting with the same customers should be integrated in a single strategic plan, including separated sections

7. Pharma Medico-Marketing & Sales Application



Organization – Processes (3/6)



Medical Section

- **Collaborators:** MSLs
- **Key clients:** national and regional KOLs
- **Key objectives:** build strong and sustainable relationships with KOLs to develop advocacy
- **Key activities:** interactions with KOLs, scientific lectures at congresses, symposia, staff meetings, support of research clinical trials, training of speakers and collaborators from marketing and sales teams, support of Key Institution Managers (KIMs) and Key Account Managers (KAMs) while meeting their clients, competitive intelligence initiatives

Marketing & Sales Section

- **Collaborators:** brand managers, area managers, medical representatives
- **Key clients:** physicians, retail and hospital pharmacists
- **Key objectives:** strengthen brand preference
- **Key activities:**
  - **Marketers:** crafting of a brand preference strategy leveraging brand attributes, perceived quality of associated services and corporate reputation
  - **Sales forces:** medical calls, invitations to medical meetings, congresses and proposal for services likely to strengthen brand preference

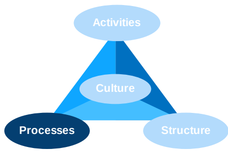
Access & Adherence Section

- **Collaborators:** Key Account Managers (KAMs) and Key Institution Managers (KIMs)
- **Key clients:** regional health authorities, regional payers, hospital directors, hospital purchase managers, PAGs[1], etc.
- **Key objectives:** facilitate the hospital listing, and improve patient adherence
- **Key activities:** development of medico-economic studies to facilitate the market access of brands and support of projects to improve patients' adherence, to promote the proper use of drugs

Sources: Smart Pharma Consulting

Four questions would need to be answered before deciding to implement any activity, which should then be monitored with KPIs and KEIs

7. Pharma Medico-Marketing & Sales Application



Organization – Processes (4/6)

Calls to HCPs[1] | Services to hospitals | Services to HCPs | Services to Patients[2] | Mailings/ E-mailings | Congress/ symposium/ meetings | Clinical studies | Publications

1. What is the objective of the activity?
2. What is the activity target (nature and size)?
3. How should the activity be implemented?
4. What is the cost of the activity?

Selection of:

Key Performance Indicators (KPIs)

Key Execution Indicators (KEIs)

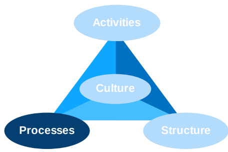
"What gets measured gets managed" – Peter Drucker

Sources: Smart Pharma Consulting

[1] Carried out by Medical representatives, MSLs, KAMs, etc. – [2] Through Patient Advocacy Groups (PAGs) or HCPs

Before making the decision to invest in medico-marketing or sales operations, the expected impact should be clearly defined, as well as execution and performance indicators

7. Pharma Medico-Marketing & Sales Application



Organization – Processes (5/6)

Illustrative

What is the objective?	What is the target?	KEIs[1]	KPIs[2]
▪ Create / reinforce awareness ▪ Generate interest ▪ Develop brand preference ▪ Increase share of prescription ▪ Increase compliance ▪ Limit substitution rate ▪ Get the brand listed ▪ Fine tune the profile of the customer	▪ Physicians (e.g., KOLs, specialists, GPs) ▪ Pharmacists (e.g., retail or hospital) ▪ Patients ▪ Nurses ▪ Influencers (e.g., health authorities, "politics", patient advocacy groups, public health insurance, private health insurance, professional associations)	▪ % of the target covered by the Field Force Team ▪ % of the target influenced by the Field Force Team ▪ % of the target having a positive opinion of the services offered ▪ Number of interactions (e.g., by customer, by in-field collaborator) ▪ Implementation time required vs. planned ▪ Actual vs. budgeted cost	▪ Brand Preference Mix index (i.e., corporate reputation, product attributes, service quality) ▪ % of hospitals having listed the brand ▪ Price negotiation ▪ Sales level and evolution ▪ Share of prescription ▪ Change in the number of treatment initiations ▪ Return on investment

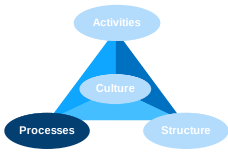
Source: "Pharma Marketing Tool box", J.-M. Peny, Smart Pharma Consulting, 2015

[1] Key Execution Indicators – [2] Key Performance Indicators

This type of tool is essential to prioritize and monitor the activities that are likely to contribute to reinforce the preference of customers for the brands

7. Pharma Medico-Marketing & Sales Application

Illustrative



Organization – Processes (6/6)

Activity Description		Activity Objective		Target (HCPs, patients, etc.)	

Key steps					Perceived benefit by the target		
Description	**Responsible**	**Timing**	**Cost (K€)**	**Comments**	**Evaluation***		**Rationale**
					Usefulness & Interest	1 2 **3** 4 5	
					Execution	1 2 3 **4** 5	
					Overall	1 2 **3** 4 5	

Barriers		Rationale	KPIs (Key performance indicators)	KEIs (Key execution indicators)	Expected Impact on Brand Preference Mix	
Technical	L – M – H	• Implementation	Indicate the metrics and the expected achievement	Indicate the metrics and the expected achievement	**Brand**	
Regulatory	L – M – H	• Compliance			**Service**	
Economic	L – M – H	• Estimated cost and return			**Reputation**	

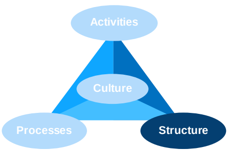
L: Low – M: Medium – H: High

** 1 & 2 below competitors – 3 as competitors – 4 & 5 above competitors*

Sources: Smart Pharma Consulting

There is no magic numbers, the Field Force size depends on external and internal factors, the impacts of which are specific to each company and each product

7. Pharma Medico-Marketing & Sales Application



Illustrative

Organization – Structure (1/2)

Field Force sizing: Driving Factors

External factors

Authorities

- Regulations re. Field Force activities (charter)
- Limitation of interactions with HCPs
- Refusal of institutions to interact with pharma companies

Customers

- Number of HCPs and other customers (e.g. influencers such as PAGs, patients, payers)
- Opinion and behavior vis-à-vis the company, its products and services
- Inclination of customers to change their opinion and behavior under the influence of Field Force Teams

Competition

- Number of targeted customers
- Type[1], content and frequency[2] of interactions
- Number of in-field FTEs

Key factors to estimate Field Force size

Internal factors

Products

- Number of brands
- Product life cycle stage (pre-launch, launch, growth, maturity, decline)

Organization

- Number of field days
- Type[1], content and frequency[2] of interactions
- Number of daily interactions
- Number of interactions per customers
- Cost per in-field collaborator and per interaction

Skills

- Quality of contact
- Contact productivity
- Territory management

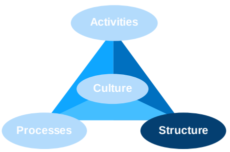
Source: "Pharma Marketing Tool box", J.-M. Peny, Smart Pharma Consulting, 2015

[1] Including: face-to-face calls, mailings and e-mailings, contacts during medical meetings, congresses, project collaborations, etc. – [2] Per targeted customer

The preferred structure should be built around customers, remain lean and agile to favor collaborations across departments and with the support functions

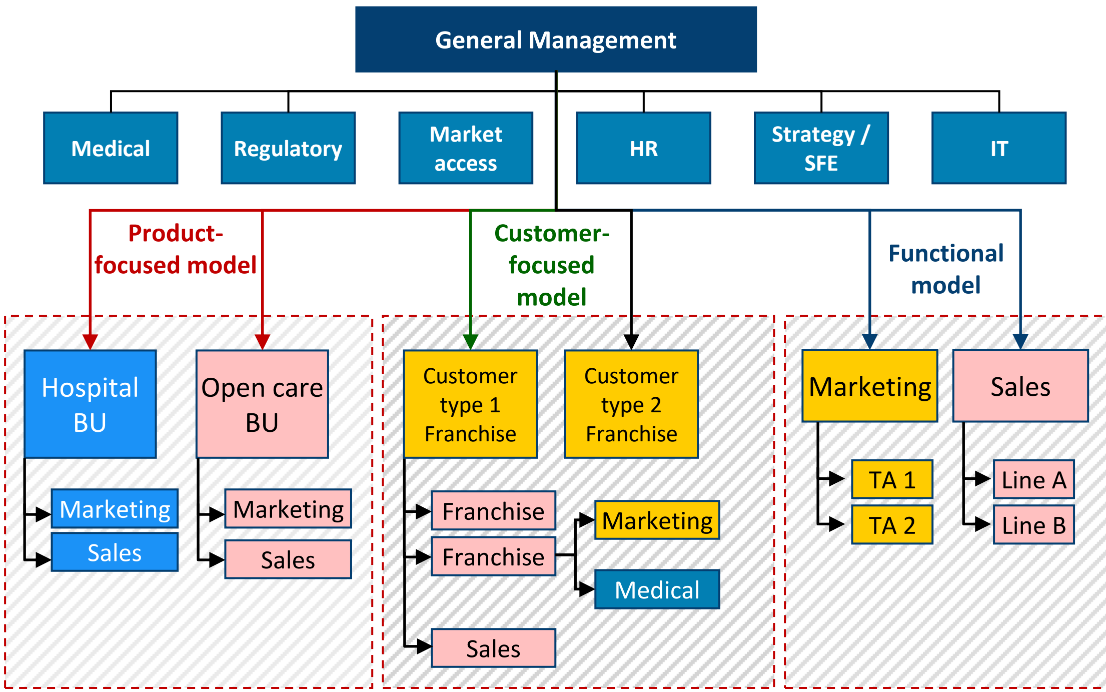
7. Pharma Medico-Marketing & Sales Application

Illustrative



Organization – Structure (2/2)

Typical structure of pharmaceutical companies

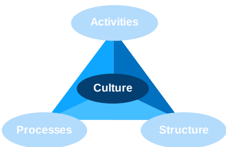


- In the **Product-focused model**, products drive the structure:
  - For "strict" hospital use, activities are organized in BUs or franchises, gathered or not under a common "Hospital Management" structure, and covering different therapeutic areas (TAs)
  - For mix products, companies display hospital dedicated med reps, reporting to open care BUs, and supporting detailing of open care products at hospital
  - Hospital and open care organizations are operationally independent, but share common supporting resources
- The **Customer-focused model** is shaped around customers by franchise, each of them containing marketing and medical resources, supported by sales forces
- The **Functional model** is less frequent among pharma companies, irrespective of their size

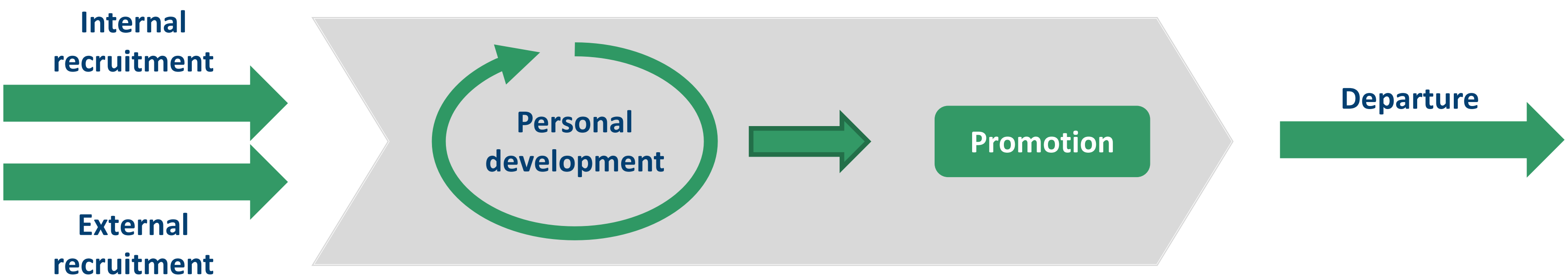
Source: Smart Pharma Consulting benchmark study

Employees should be managed dynamically, by attracting best performers, developing and making them feel strongly engaged, while granting them the level of autonomy they deserve

7. Pharma Medico-Marketing & Sales Application



Culture (1/3)



- Recruit **gifted people**
- Highlight the **mutual benefits** expected from collaboration

- Give them a **sense of purpose**
- **Develop** & **motivate** them
- Grant **autonomy** based on ability

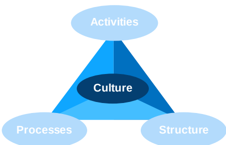
- **Do not keep** those who **under-perform**
- Make sure all **departures** occur in a **fair** and **nice way**

"Alone we go faster, together we go further" – African proverb

Sources: Smart Pharma Consulting

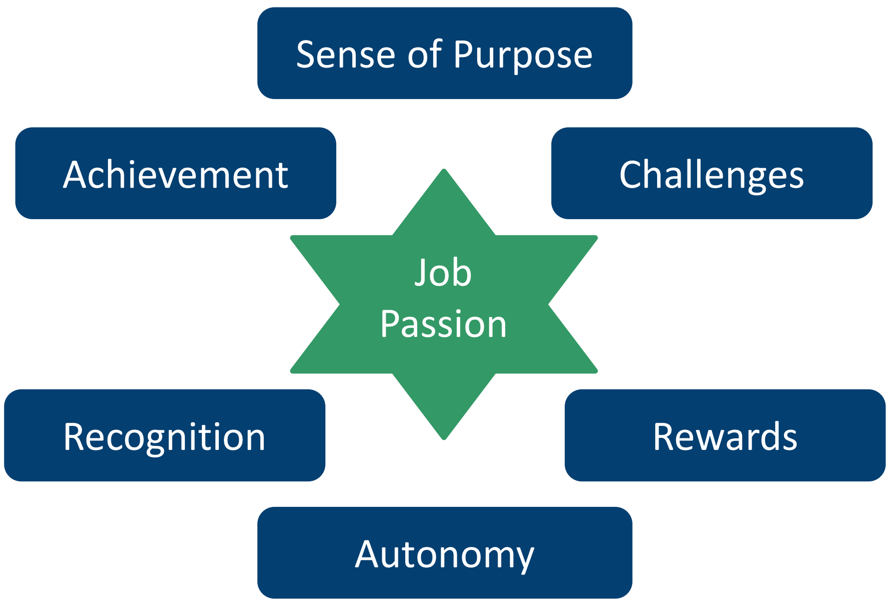
Stimulating Field Force members passion for their job is a key performance driver, especially in a context where customers are increasingly reluctant to meet them

7. Pharma Medico-Marketing & Sales Application



Culture (2/3)

Job passion is influenced by six key drivers



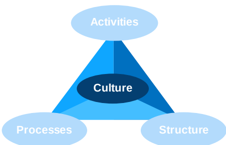
Passion is expressed by

"Pleasure in the job puts perfection in the work" – Aristotle

Source: Smart Pharma Consulting benchmark study

Managing by mutual benefits will give people a sense of purpose which will increase the probability to get their full and sustainable engagement

7. Pharma Medico-Marketing & Sales Application



Culture (3/3)

MBO[2] (Management By Objectives)	MBMB (Management By Mutual Benefits)
▪ Definition of objectives agreed by both management and employees ▪ Well-adapted to vertical management models ▪ However, by focusing on results, the way to achieve them (the planning) can be overlooked and lead to suboptimal efficiency ▪ Does not favor innovation nor flexibility	▪ Creates mutual benefits and value by fulfilling the respective expectations of employees and employers ▪ Maximize the probability to obtain the full engagement of employees ▪ Requires from managers to (better) satisfy collaborators … ▪ … to create favorable conditions to secure a higher quality of execution that will lead to better results

Source: Smart Pharma Consulting benchmark study

[1] *The term was coined by Peter Drucker in 1954 in the book "The practice of Management"*

Excellence in Execution requires to set a shared objective, the relevant strategy to reach it and high standards of quality, and to ignite the passion of collaborators

8. Conclusion

6 Tips to boost Excellence in Execution

1. Set the ambition of delivering product and service excellence to customers, which are second to none

2. The strategy set should be explained to align, inspire and motivate people in charge of its execution to excel

3. The structure and processes should facilitate / encourage the search for excellence by all the collaborators of the company

4. The team in charge of execution should be capable, accountable and passionate about exceeding customer expectations

5. The executed activities should be focused on the actions the company excel at and that are the most important to support the strategy

6. The activities supporting the strategy should be carefully planed and monitored with execution and performance indicators

"Excellence is a set of beliefs, ways of thinking, a matter of discipline, and ways of focusing"

Sources: Smart Pharma Consulting

If you have ticked seven “Yes” boxes or more, you are on the right track to move closer to Excellence in Execution, but keep in mind that excellence is a moving target

8. Conclusion

Where do you stand on the Excellence in Execution Scale?

1 2 3 4 5 6 7 8 9 10

#		YES	NO
1	You have a clear **understanding** of the Purpose – Vision – Mission – Values of the company and you **share** it		
2	The medical, marketing and sales **objectives are achievable,** and the crafted **strategy** is **appropriate**		
3	The **organization** is particularly **well-designed** to implement the strategy through your activities		
4	You have the **right means** (human and financial resources) to implement the strategy		
5	You have the **right skills** to **meet** customers **expectations** and **raise** their **perceived value** of your products		
6	You know how to **conduct projects** in an effective and efficient way		
7	You have built a **good reputation** with your customers		
8	You are **passionate** about your job		
9	You regularly **measure** the **quality of execution** and the **impact of your actions**		
10	Your feel highly **satisfied** and **proud** when you manage to **excel in the execution** of an activity		

Sources: Smart Pharma Consulting

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KPIs & KEIs
For Success

BEST-IN-CLASS SERIES

The survival kit

POSITION PAPER

KPIs & KEIs are both essential to optimize the business performance over time

1. Introduction

- The purpose of business indicators is to help improve performance through enhanced efficacy and efficiency
- "KPIs & KEIs for Success" highlights the value of measuring:
  - Key Performance Indicators (KPIs) related to objectives achievement
  - Key Execution Indicators (KEIs) related to activities to be carried out to reach these objectives
- In this document, we propose a method, tools and practical examples to facilitate the proper use of KPIs and KEIs in the context of the pharmaceutical industry

"If you can't measure it, you can't manage it" – Peter Drucker

Sources: Smart Pharma Consulting

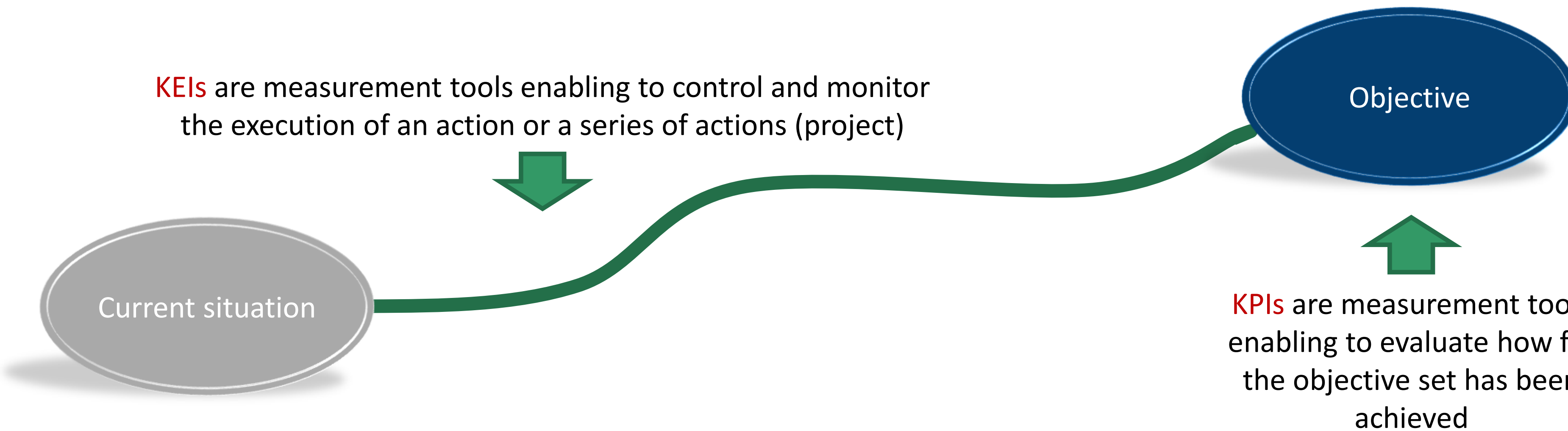
KPIs measure the degree of objective achievement and KEIs the excellence in execution

2. Definitions

KPIs vs. KEIs

For purposes of clarity and efficacy, it is essential to differentiate:

- Key Performance Indicators (KPIs) which measure the outcome of an activity or a project
- Key Execution Indicators (KEIs) which measure the quality of execution of an activity or of a project



Sources: Smart Pharma Consulting

KPIs and KEIs can be quantitative and/or qualitative

2. Definitions

Examples of KPIs & KEIs

	KPIs	KEIs
Quantitative	▪ Number of new customers ▪ Average # of prescriptions per customer ▪ Sales dynamics ▪ Return on investment	▪ % of targeted customers covered ▪ Number of interactions with customers ▪ Number of projects carried out ▪ Level of resources allocated to customers
Qualitative	▪ Brand Preference Mix Index[1] ▪ Corporate reputation improvement ▪ Perceived quality of products / portfolio ▪ Perceived value of services offered	▪ Quality of interactions with customers ▪ Level of market insights ▪ Proper management of projects, from the customer perspective

Sources: Smart Pharma Consulting

[1] Corporate reputation x products image x perceived service quality: see Smart Pharma Consulting website

Business departments use different KPIs to measure their success and KEIs to monitor the manner to achieve it

2. Definitions

Examples of Potential Indicators by Business Activity

Illustrative

Customer-focused

- Number of customers
- Brand Preference Mix (BPM)
- Net Promoter Score (NPS)
- Reputational Index

Employee-focused

- Staff advocacy score
- 360-degree feedback score
- Absenteeism rate
- Employee engagement index

"KPIs should reflect the priorities of the business departments"

KPIs

KEIs

"KEIs should help do the right things to meet objectives"

Financed-focused

- Sales growth
- Net profit (€)
- Net profit margin (% of sales)
- Return on Investment (ROI)

Organization-focused

- Time to market
- Compliance to deadlines
- Delivery in full, on time rate[1]
- Quality level (product / service)

Sources: Smart Pharma Consulting after Bernard Marr & Co

KPIs and KEIs may be very different in nature

2. Definitions

Typology of KPIs & KEIs

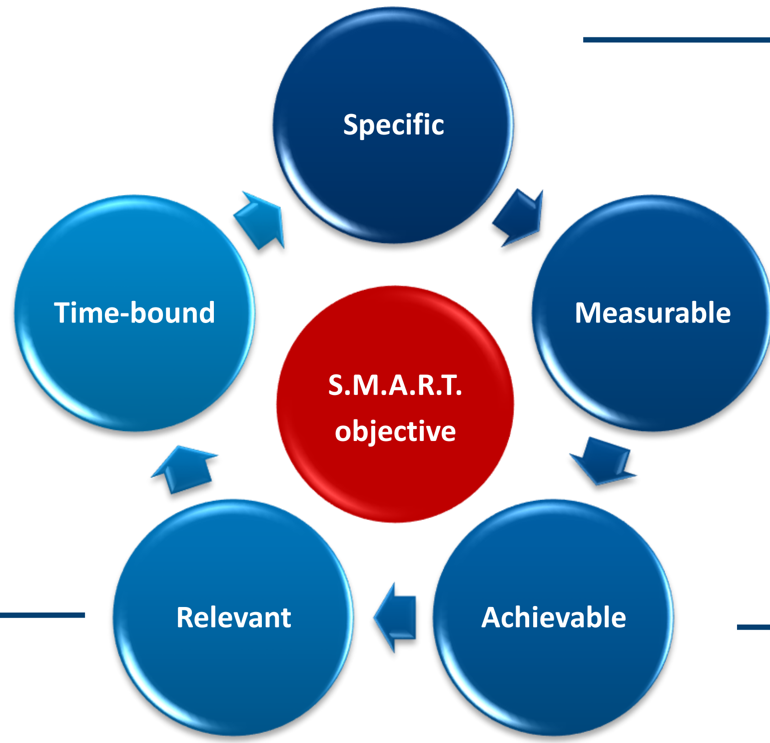
Typology	Definitions	Examples of KPIs	Examples of KEIs
Quantitative	Measure by counting, averaging numbers, calculating rates, ratios, etc.	Units sold per month	Number of customers met
Qualitative	Express opinions, traits, characteristics	Customers' satisfaction survey	Opinion of customers
Process	Measure the efficiency or productivity of a business process	Days of hospitalization to treat a patient with appendicitis	Compliance with project deadlines
Input	Measure assets and resources invested in or used to generate business results	Investments in a project to improve patient care	Actual vs. budgeted investment
Output	Measure the financial and non-financial results of business activities	Revenues – Numbers of new clients	Number of clients having a positive opinion of products
Leading	Measure activities that will have a significant impact on future performance	Pricing negotiated with payers	Quality of tendering planning
Lagging	Measure the output (success or failure) of past activities	ROI – profitability	Number of applications sent on time for tenders

Sources: Smart Pharma Consulting

While defining KPIs and KEIs, target performance and execution objectives should be S.M.A.R.T

2. Definitions

Objective Setting



Clear & Precise
- Limit price erosion
- Gain market share
- Improve the quality of services to HCPs

Fact-based
- Quantitatively and qualitatively with specific reliable indicators, relevant to the objective

Stretched & Reasonable
- Stretched to get the best of everyone
- Reasonable to keep everyone motivated

Worthwhile
- The objective set should be in line with the pharma company priorities

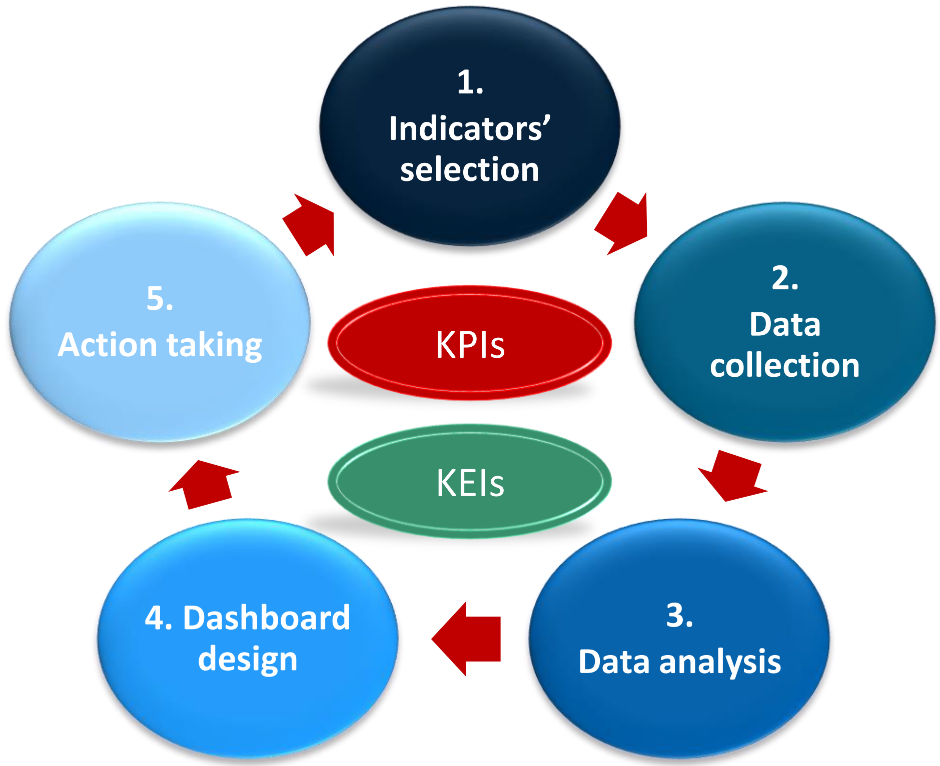
Realistic
- Set timelines re. the start and the completion of the objective

Sources: Smart Pharma Consulting

The following wheel defines the key steps to make the best use of KPIs & KEIs

3. How to choose the right indicators?

From Selection to Action: Introduction

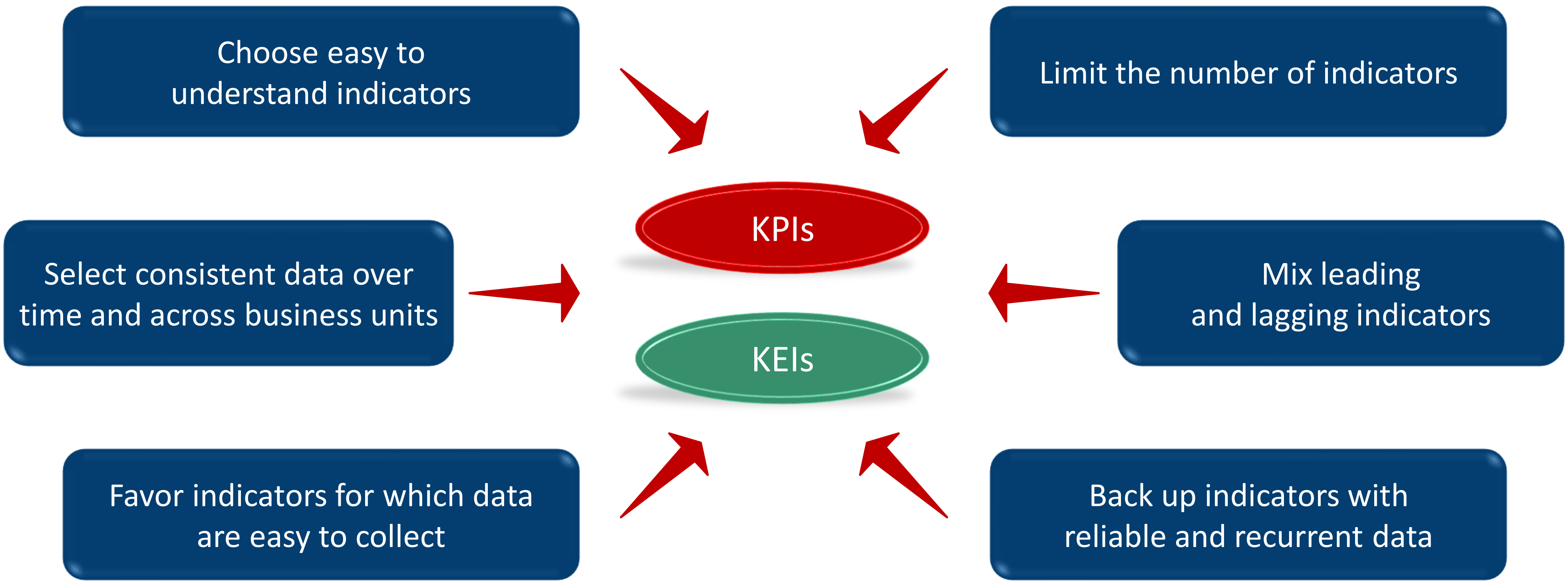


Sources: Smart Pharma Consulting

The following tips will help select the metrics that make the best KEIs & KPIs

3. How to choose the right indicators?

From Selection to Action: 1- Indicators' selection (1/3)



Sources: Smart Pharma Consulting

Selection of KPIs & KEIs should be clearly put in the context of the objectives they are related to

3. How to choose the right indicators?

From Selection to Action: 1- Indicators' selection (2/3)

To select effective KPIs and KEIs, the following questions should be answered

Key questions		Examples
What is the objective the KPIs & KEIs relate to?	→	*Improve customer preference to company products*
What is the performance issue to be addressed?	→	*The degree of our customer preference*
What is the audience for the KPIs and KEIs?	→	*Management committee / Market access team*
How will these indicators be used?	→	*The KPIs & KEIs will be used to assess and report the impact of services on customer preference*

Sources: Smart Pharma Consulting

Selected KEIs & KPIs must reflect progress on specific challenges to be addressed

3. How to choose the right indicators?

From Selection to Action: 1- Indicators' selection (3/3)

Illustrative

Indicators	Formula	Insight	When to apply
Brand Preference Mix[1]	▪ Average response on a 10-point scale re. corporate reputation, brand image and perceived quality of associated services	▪ Provides a measure of customer level of preference	▪ Once or twice a year depending on the activity
Net Promoter Score	▪ Average response on a 10-point scale to the question "Would you recommend this service or product to a friend?"	▪ Provides a measure of customer satisfaction	▪ Once or twice a year depending on the activity
Trust & Value	▪ Multivariate formula measuring perception on a visual analog scale	▪ Understanding of what drives Trust & Value with HCPs and how the company performs	▪ Once a year
Number of client hospitals	▪ Number of hospital where products are listed vs. the total number of targeted hospitals	▪ Evaluation of the performance vs. objective ▪ Measure of the impact of projects carried out with hospitals	▪ On-going measurement

Sources: Smart Pharma Consulting

Data collected should be reliable, actionable and reflect the priorities of the company

3. How to choose the right indicators?

From Selection to Action: 2 - Data Collection (1/2)

To collect data (qualitative or quantitative), the following questions should be properly answered

Key questions	Examples
What are the data to be collected?	*Opinion of customers re. corporate reputation, service quality and product attributes*
What are the sources of data to be collected?	*Survey of customers having benefited from a service in 2020*
How will the data be collected?	*Through face-to-face customers interviews by a market research agency*
How will the performance level be determined?	*With a 10-point visual analog scale*
What are the targets and performance thresholds?	*Gain 2 points in 2020 vs. 2019*
How often should the data be collected and reported?	*Data collected twice a year and reported once a year*

Sources: Smart Pharma Consulting after Bernard Marr & Co

For each indicator, the measure, the target, the source and the frequency should be defined

3. How to choose the right indicators?

From Selection to Action: 2 - Data Collection (2/2)

	KPIs	KEIs
Measure	Sales achieved vs. objective	# of customer interactions vs. objective
Target	100%	800 face-to-face contacts per annum
Source	Sales reports	Activity reports
Frequency	Monthly	Monthly

Sources: Smart Pharma Consulting

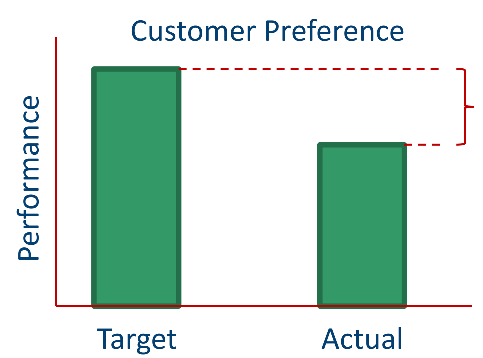
Analysis of data related to KEIs & KPIs enables to extract business insights

3. How to choose the right indicators?

From Selection to Action: 3 - Data analysis

- The proper analysis of KPIs & KEIs will require to link the collected data to the objective to be achieved or the industry benchmarks, respectively in terms of performance and quality of execution
- One of the generic approach consists to:
  - Compare actual to target performances
  - Measure and analyze the potential differences (either positive or negative): gap analysis
  - Look for the factors responsible for these gaps: root cause analysis[1]

Illustrative



Root cause analysis

<u>1st level analysis</u>

- Corporate reputation similar to competition
- Quality of services 1.5 point > than competition
- Perceived efficacy of drug lower than competition

<u>2nd level analysis</u>

- Least physicians' hindsight
- Limited number of published clinical trials
- Heterogeneous clinical results from one to another study

Sources: Smart Pharma Consulting

[1] With the help of the Ishikawa diagram, also called fishbone or cause-and-effect diagrams

Display types will depend on analyses, audience and messages

3. How to choose the right indicators?

From Selection to Action: 4 - Dashboard Design (1/3)

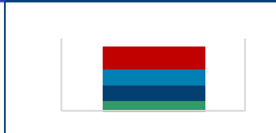
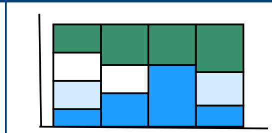
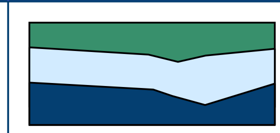
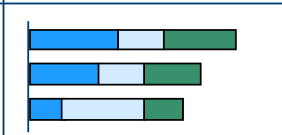
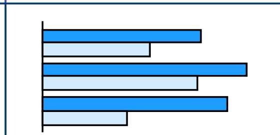
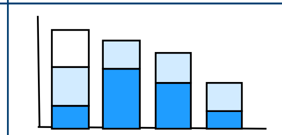
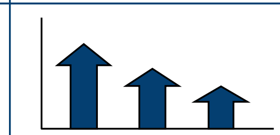
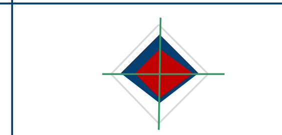
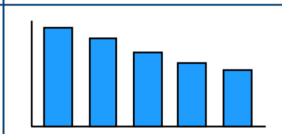
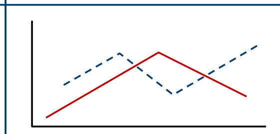
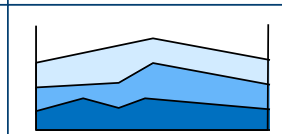
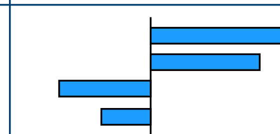
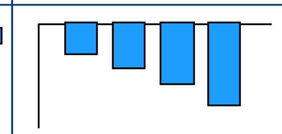
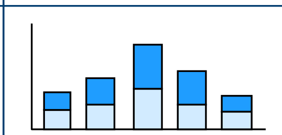
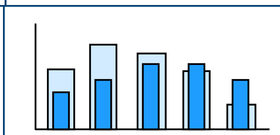
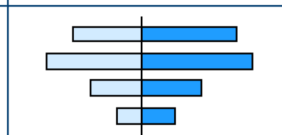
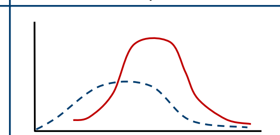
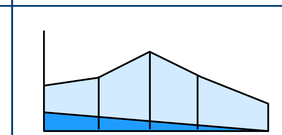
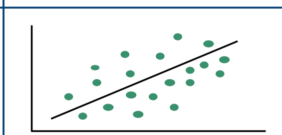
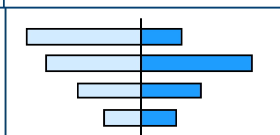
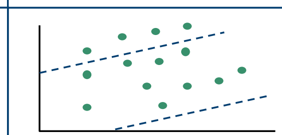
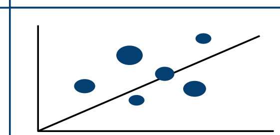
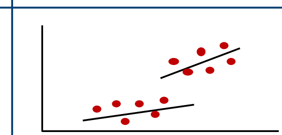
- Quantitative and qualitative data should be carefully analyzed before choosing the type of graphics
- The choice of graphical display will depend on the analysis carried out, on the audience and on the message to be conveyed:
  - Type 1 : Composition => Share of business…
  - Type 2 : Ranking => Ranking of regions based on number of hospital where products are listed…
  - Type 3 : Evolution => Number of tenders won…
  - Type 4 : Distribution => Business distribution by region…
  - Type 5 : Correlation => Relation between projects carried out in hospitals and product listing…

Sources: Smart Pharma Consulting

The selection of displays should be done in an easy to interpret manner

3. How to choose the right indicators?

From Selection to Action: 4 - Dashboard Design (2/3)

Type	Model 1	Model 2	Model 3	Model 4	Model 5
Composition					
Ranking					
Evolution					
Distribution					
Correlation					

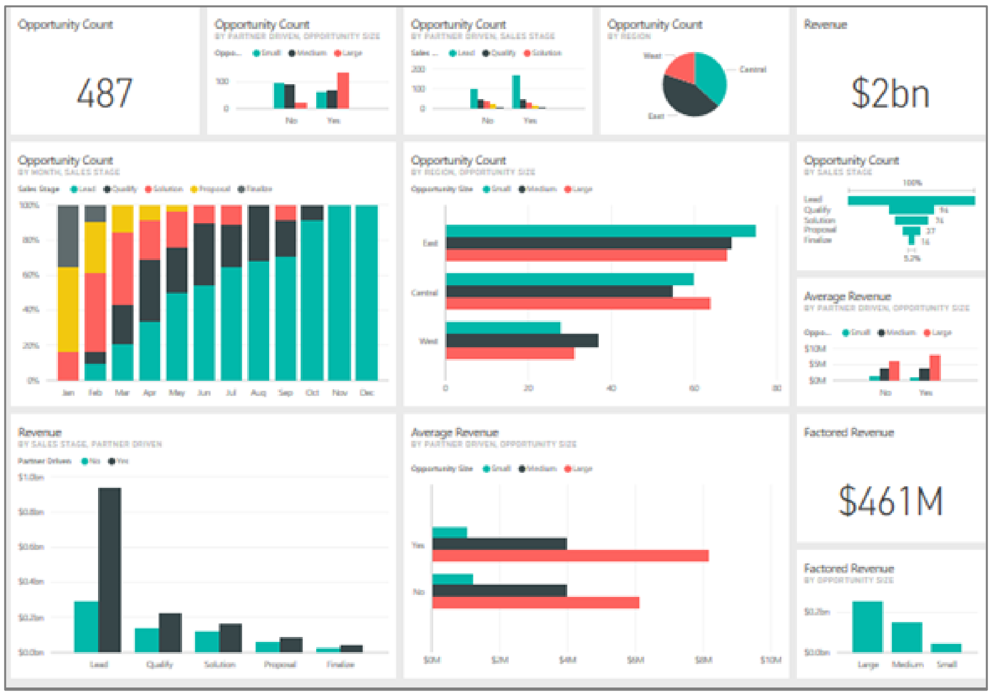
Sources: Smart Pharma Consulting

A dashboard is an efficient way of displaying multiple KPIs & KEIs in a singular view

3. How to choose the right indicators?

From Selection to Action: 4 - Dashboard Design (3/3)

Illustrative



- Dashboards provide at-a-glance views of indicators
- They contain series of graphics, charts, gauges and other visual indicators that can be monitored and interpreted
- The visualizations on a dashboard may come from one underlying dataset or many, and from one underlying report or many
- Dashboards should comply with 3 elements:
  1. Display "need-to-have" data only, to avoid distraction and remain focused on what is essential to perform
  2. Be well-structured, in a logical manner
  3. Easy to read and to interpret

Sources: Smart Pharma Consulting

A dashboard is an enabler to make decisions

3. How to choose the right indicators?

From Selection to Action: 5 - Action Taking

- If KPIs show that performance is progressing as per plan, actions should be taken to secure the momentum or outperform the preset objective
- If the performance is below expectation, and the causative factors have been determined with the help of KEIs, the management should take actions to fill up the gaps
- If judged as non-attainable, the performance target may be revised

From observation to action

What?
- Indicators' measurement and gaps identification

Why?
- Gaps analysis (search for causative factors)

So What?
- Decision to fill up or not the gaps

What to do?
- Implementation of the actions to fill up the gaps

"KPIs change when objectives are met or if management focus shifts"

Sources: Smart Pharma Consulting

Selecting and using KPIs & KEIs is a difficult process requiring a deep thought

3. How to choose the right indicators?

Problems & Issues related to KPIs & KEIs

KPIS & KEIs may not yield what they were meant to provide for various reasons:

- The indicator is not related or relevant to the work being performed
- The rate of change in the indicator is too slow to produce a result that is actionable
- Turnaround time for actions needed to correct low performing indicators takes too long
- The responses or the processes needs to deal with indicators indicating a problem either do not exist or are inadequate
- The indicators are only loosely monitored by front line managers as opposed to being shared with the team as a whole
- Too many KPIs & KEIs selected leading to confusion and "noise"

Sources: Smart Pharma Consulting after T. Tsongas, Symantec

KPIs & KEIs play the role of a compass to help companies achieve their objective, efficiently

4. Key learnings

- Targeted KPIs are an effective tool for driving project objective realization
- KEIs will help keeping activities (projects) on track to deliver the expected value (performance)
- Although industry standards matter, companies may choose different KPIs & KEIs from their competitors; what matters is how relevant the indicators are to the business
- Companies should also review their objectives and strategies regularly and make necessary adjustments on their KPIs & KEIs
- KPIs are important to help focus on common objectives…
- … and ensure they stay aligned within the company priorities
- A well-designed set of KPIs should provide a clear indication of current levels of performance and help make better decisions that bring the business closer to achieving its strategic objectives

Sources: Smart Pharma Consulting

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Time Management Programs

BEST-IN-CLASS SERIES

8 practical recommendations to save 3 hours per day

POSITION PAPER

Time is a limited resource which must be used efficiently to achieve the objectives set

Introduction

Time at work

- Employees of companies receive a salary in exchange for their competence…
- … which will be expressed during a finite period of time[1]
- The issue for employers and employees is to make the best use of this limited resource
- Thus, the key question to be answered is:

"How to boost employees' productivity by properly allocating time to meet their objectives?"

Time management at work

- We all run after time
- To help you make a better use of your time, Smart Pharma Consulting proposes easy-to-implement method and tools
- If properly executed, you and your teams can expect to:
  - Save more than three hours per day
  - Boost significantly efficiency and efficacy

while improving quality of life

"Time management doesn't give more time, just helps make a better use of it"

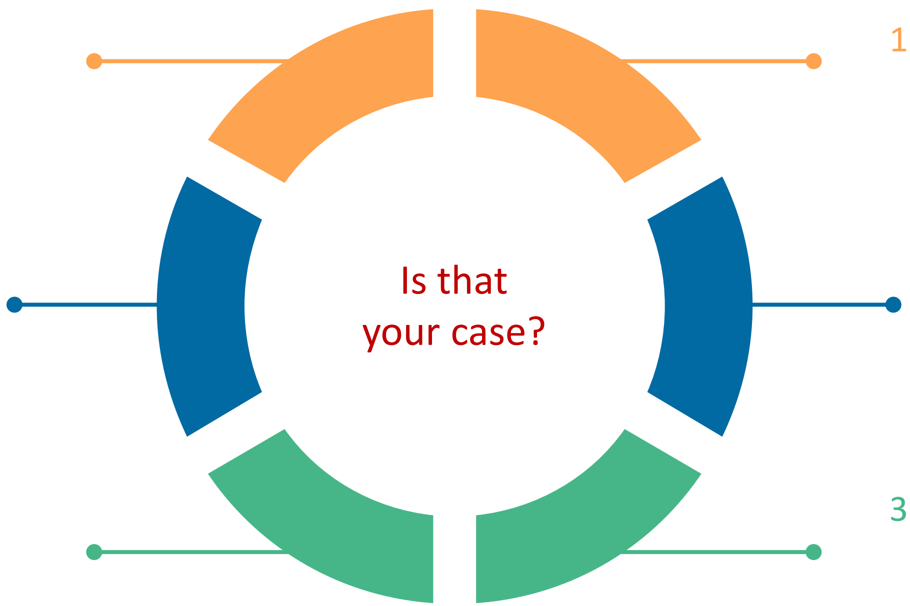
Sources: Smart Pharma Consulting

[1] For instance: 10-11 hours a day and 218 days per annum

If one of these six statements reflects your situation, then read this document

Express Self-diagnosis

How well do you manage your time?



1. I don't have enough time to work on critical tasks[1]
2. I must spend too much time on non-important tasks
3. I often complete tasks at the last moment and fail to meet deadlines
4. Due to lack of time, the quality of my work is not always up to the mark
5. I work ~11 hours a day, and work regularly at home in the evening and during the week-ends
6. I am regularly stressed and exhausted by my workload

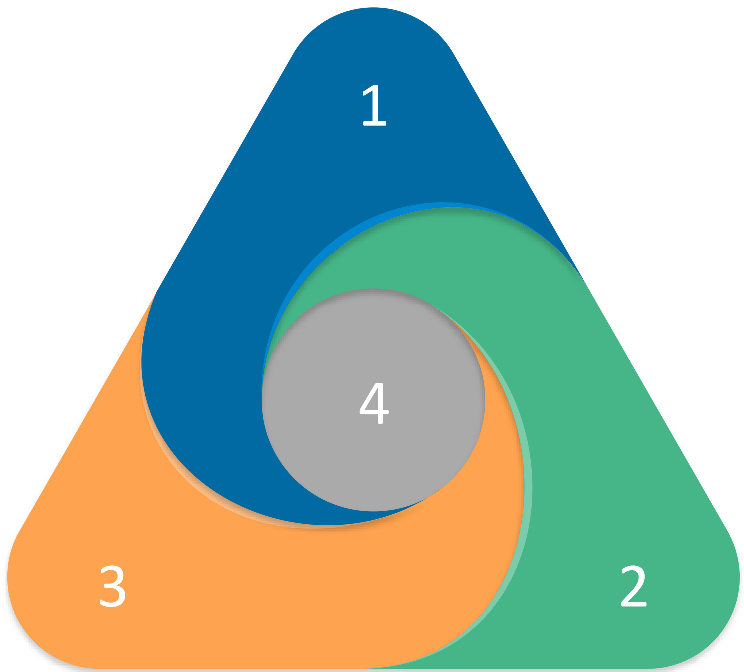
Sources: Smart Pharma Consulting

[1] Such as: people management, thinking, decision-making

To better manage your working time, implement the following method

Method to Optimize your Time

A four-step easy-to-implement method



1. Situation analysis

During the first step, you will identify the main time wasters

2. Management of time wasters

The second step will consist in defining solutions to eliminate the time wasters or, at least, limit their noxious effect

3. Planning & implementation

The solutions selected to improve time management will be carefully planned and rigorously applied

4. Tracking & sharing outcomes

Systematically track the impact of the applied solutions and convince your colleagues to adopt the same method

Sources: Smart Pharma Consulting

You must carefully identify the main time wasters

1. Situation Analysis

Main factors responsible for poor time management

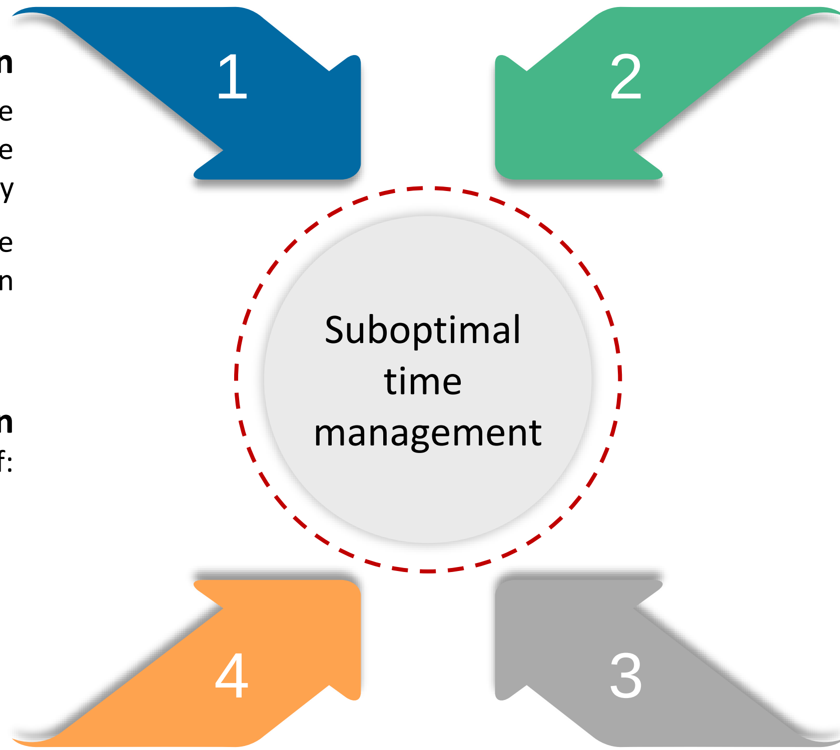
Lack of prioritization

All subjects and tasks are not of the same importance and do not carry the same degree of urgency

Thus, they should not be given the same level of attention

Procrastination

Procrastination occurs when you put off activities that are important and urgent, but you cannot decide yourself to start



Suboptimal organization

A significant time is lost as a result of:

- Multitasking
- Little or no delegation
- Clutter / Poor IT maintenance
- Unhealthy lifestyle

Distractions

You are subject to several distractions:

- Phone calls, e-mails, text messages[1]
- Urgent demands from colleagues[2]
- Meetings of low value and/or too long
- Crisis management time

Sources: Smart Pharma Consulting

[1] As well as phone notification, social networks, etc. – [2] Including hierarchy, peers, subordinates

The Eisenhower Matrix helps selecting activities to focus on and those to eliminate

2. Management of Time Wasters

1. Prioritization of activities: Eisenhower[1] Matrix

	Not urgent	Urgent
Important	P2 Schedule to do later	P1 Do immediately
Not important	P4 Eliminate or do during spare time	P3 Delegate to someone

Make a specific to-do list (e.g., for the day, the week, the month) with all the things to get done

- The Eisenhower Matrix is a tool to prioritize activities based on importance and urgency
- Important activities contribute to meet long-term personal and/or corporate goals and urgent ones require immediate attention
- A great attention should be paid at evaluating:
  - What activities should be done?
  - When and by whom?
- This matrix helps sorting out activities to focus on and those that should be ignored
- Then a daily, weekly, monthly… schedule of activities will be set considering their degree of priority based on importance and urgency

P1 Priority ranking

Sources: Smart Pharma Consulting

[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

By putting off priority tasks, you will miss deadlines and impair quality of outcomes

2. Management of Time Wasters

2. Avoidance of procrastination

Be determined

Procrastination is a habit requiring a strong determination to get rid of

A firm decision to accomplish an activity, either you enjoy it or not, will let you get it done

Break the task into pieces

Break the task into smaller steps to reduce reluctance (e.g., unpleasant, lack of interest) or fear (e.g., to fail) to start it

Tackle tough activities first

Start your day with the most important tasks, when your level of energy and motivation is high and make sure not to be distracted

Get started immediately

By having started a task, you have already invested some time which will increase the likelihood to complete it

"Never leave that till tomorrow which you can do today" – Benjamin Franklin

Sources: Smart Pharma Consulting

Better management of NICTs[1] and meetings should free 3 hours per day

2. Management of Time Wasters

3. Reduction of key distractions

Phone calls, e-mails, text messages, instant messaging chats, Twitter, Facebook, LinkedIn, etc.

2 hours per day[2]

D -1 hour

1 hour per day

Save one hour per day by better managing electronic time wasters, as follows:

- Unplug (switch off phones, disconnect instant messaging, close the door[3], etc.) especially when you need to concentrate on priority tasks
- Check e-mails, text messages, phone calls, etc., 3-4 times a day and…
- … set aside 2 time slots to respond to them, before lunch and leaving the office
- Unsubscribe from or block email lists if you don't want to receive their content[4]
- Don't feel obliged to pick phone calls[4]

Meetings of low value or too long

5 hours per day

D -2 hours

3 hours per day

Save two hours per day on meetings and make them more efficient by:

- Reducing their time by 25% (e.g. 45 minutes instead of one hour)
- Cancelling informative meetings, where no decisions are made (1/5 on average)
- Preferring teleconferences when participants are from different locations
- Inviting only people that are absolutely required and who will benefit from it
- Preparing (precise objective, agenda) and managing them rigorously (no off-topic discussions, time-keeping)

Sources: Smart Pharma Consulting

[1] New Information and Communication Technologies – [2] Estimates for a manager receiving ~100 e-mails, 10 phone calls and 20 text messages per day – [3] If you still have none – [4] Unless it is Smart Pharma Consulting

A proper management of unplanned demands or events could save 1 hour per day

2. Management of Time Wasters

3. Reduction of key distractions

Urgent demands from hierarchy, peers, subordinates, etc.

1.5 hour per day[1]

D -0.5 hour

1.0 hour per day

- Don't take more than you can handle
- Avoid saying "maybe" or "I'll see", just say "Yes" or "No" when you are asked to carry a task
- You should dare to say "No" and explain tactfully why you can't do it[2]
- Help the demander analyze the situation which can make him realize that:
  - His demand may not be so urgent and propose longer deadlines to do it
  - It could be done by another colleague who may have more availability and be even more competent or…
  - … outsourced to an agency

Crisis management time

1.0 hour per day[3]

D -0.5 hour

0.5 hour per day

- "Crisis management time" such as a last moment replacement of a colleague at a meeting or settlement of a dispute with health authorities will disrupt daily and/or weekly schedules
- To properly manage these urgencies, you need to put them in perspective with your scheduled priorities which will enable you to achieve your goals
- If you are familiar with basic time management rules, it will be easier to properly allocate your time…
- … avoiding to over-invest in these urgent events, at the expense of your priorities

Sources: Smart Pharma Consulting

[1] Daily average on a weekly basis, considering all demands: administrative work, reporting to headquarter, requests from colleagues, from your manager, etc. – [2] Showing your weekly planning could be a useful approach – [3] Let us assume that these crises account on average for 2 days per month (i.e., 1 hour per day), we can expect to reduce the time allocated by 50%

If multitasking is a false good idea, delegating is an imperative

2. Management of Time Wasters

4. Getting better organized[1]

Avoid multitasking

- Studies have shown that multitasking increases the time required to accomplish different tasks when compared to doing them in a sequential manner
- Switching one task to another impairs:
  - Productivity
  - Quality of the work done
- You should work in sequence, one task at a time, to save time and deliver higher quality outcomes
- Close off the applications you are not using…
- … the tabs in your browser that may distract your attention from the task you are doing

Delegate

- Delegate, whenever possible, tasks that are essential, but which can be done by someone else; and sometimes better because she/he is more competent or has less time pressure
- Don't underestimate the importance to:
  - Explain the objective of the task
  - Precise what you expect
  - Indicate the deadlines
  - Motivate the person who is going to do the task
  - Not micromanage
- Outsourcing to an agency or purchasing goods/services that will save your time are other options to be considered

Sources: Smart Pharma Consulting

[1] By getting better organized, it is possible to free several hours per week, that will add up to those coming from a better management of key distractions

Good organization and balanced lifestyle contribute to improve work efficiency

2. Management of Time Wasters

4. Getting better organized[1]

Eliminate clutter / maintain your equipment

- Clear your desk of everything except the work you intend to do during the day
- Adopt an effective filing system for electronic and hard copies of your documents
- Keeping a good system for filing e-mails, computer documents and papers will save many hours in the long run
- Take the habit to save every 15 to 20 minutes your work on your computer, especially on PowerPoint and Excel
- Make sure your computer equipment is well maintained, that the antivirus and other data protection software are updated regularly

Keep a healthy balance between work and home life

- Healthy lifestyle will boost your energy and motivation, clear your mind and increase your productivity
- Thus, it is strongly recommended to:
  - Sleep enough (~seven hours, depending on individuals)
  - Have a healthy and balanced diet (light lunches to prevent postprandial sleepiness and remain alert)
  - Exercise 2-3 times a week (e.g. swimming, running) for ~2 hours to increase your stamina, better manage your stress
  - Maintain a good balance between work and private life
  - Take breaks (5-10 minutes in morning and afternoon) at work to breathe, relax, socialize at the coffee machine…

Sources: Smart Pharma Consulting

[1] By getting better organized, it is possible to "free" several hours per week, that will add up to those coming from a better management of key distractions

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

3. Planning & Implementation

Prioritization of tasks: Activity planning tools

Illustrative

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

Sources: Smart Pharma Consulting

[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

Time management is an ongoing process which should involve all employees

4. Tracking & sharing outcomes

Tracking outcomes

- Tracking your planned activities will enable you to:
  - Analyze whether the time allocated reflects your priorities
  - Calculate the potential gaps between planned and effective time spent per activity and find the reasons
- Based on these information, you can:
  - Rectify your time management mistakes
  - Look for solutions to better use your time
  - Measure your improvements from one period to another
- Tracking can be done with the help of time logs such the activity planning tools we have proposed[1], Gantt charts commonly used for project management, specific time tracking software or time-saving apps

Sharing outcomes

- Once you get tangible results through the application of Time Management recommendations, you can try to engage your close colleagues, either superiors, subordinated or pairs, to follow them
- Sharing your "*positive*" outcomes will benefit:
  - Your colleagues who should obtain a similar added-value if they apply the same recommendations
  - You because your colleagues will be more sensitive to distractions they may generate and pay more attention to avoid or limit them
  - The overall organization through an overall increase of its collaborators' productivity and quality of works

Sources: Smart Pharma Consulting

[1] See previous page

8 Practical Recommendations to help you save more than 3 hours per day & boost your efficiency

1. Avoid meetings before 10:30 am to focus on your key activities requiring the greatest concentration[1]

2. Do not attend meetings if you are not essential or if it doesn't contribute to meet your goals[2]

3. Shorten the usual one-hour meetings to 45 minutes and suggest your colleagues to do the same

4. Batch similar tasks together (e.g., e-mails reply, administrative work, etc.)

5. Avoid meetings after 5:30 - 6:00 pm to keep time available to answer your phone calls, e-mails, etc.,

6. Keep a one-hour buffer time per day for absorbing unexpected extra work or in case you fall behind on your scheduled activities of the day

7. Keep 10 minutes, at the end of the day, to organize your next working day

8. Impose yourself strict rules to minimize the time spent dealing with unsolicited or irrelevant messages

"By saving 3 hours per day, you will get the equivalent of 1.5 more day per week"

Sources: Smart Pharma Consulting

[1] Unless your peak concentration is at another moment of the day. In such a case, you adopt your schedule accordingly – [2] In a survey published in Harvard Business Review (July – December 2017,62 – 69): 71% of Senior managers said meetings are unproductive and inefficient; 64% said they come at the expense of deep thinking

We propose intra-company services to better manage time

How can Smart Pharma Consulting help you?

Three Time Management services

Training seminars[1]

- We organize one- to two-day intra-company seminars for groups
- We share methods, simple tools, tips and tricks to optimize time management of individuals or teams
- We propose practical exercises in the form of role plays, case studies, simulations, etc.

Transformational projects

- We help companies set customized rules and develop specific means to optimize the time management at global, affiliate, department or functional level
- We produce guidelines and support tools regarding the management of projects, meetings and distractions; internal and external communication (incl. writing of e-mails and text messages, phone calls, etc.)

Individual coachings[1]

- We provide individual support for a period of three to six months
- We co-develop a specific approach, agree on the rules and enabling tools to improve time management
- We carry out a bi-monthly review to analyze the progress of the situation
- We set a hotline for the coachee

Sources: Smart Pharma Consulting

[1] Smart Pharma is certified as a "Training Organization" since February 1st, 2002

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Project Management

BEST-IN-CLASS SERIES

The survival kit

POSITION PAPER

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This Survival Kit reviews key principles and tools to manage projects efficiently

Introduction

- The purpose of this document is to review:
  - Clearly
  - Precisely
  - Concisely

  the key principles and tools that enable to manage projects in an effective and efficient way

- These principles and tools can be useful to manage both simple and complex projects for personal or professional purposes

- The most important steps of the project management will be illustrated

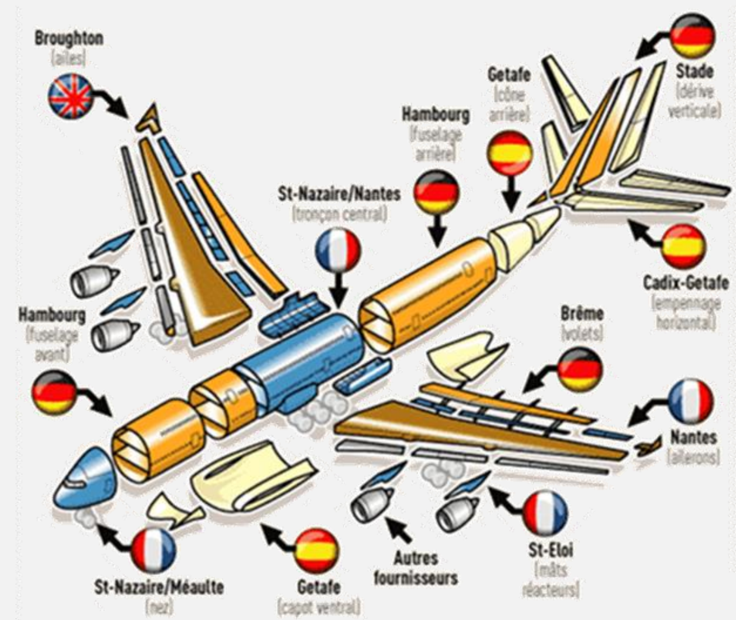
Sources: Smart Pharma Consulting

A project combines activities, carried out within a set time frame, to achieve a defined result

Project Definition (1/2)

- The term "project" refers to several non repetitive and temporary activities that are carried out to produce:
  - A product
  - A service
  - A unique result
- A project can:
  - Last from a couple of hours to several years
  - Involve one or thousands of people
  - Cost from a few to billions of euros
  - Be of a professional or personal nature

Illustration of a complex project



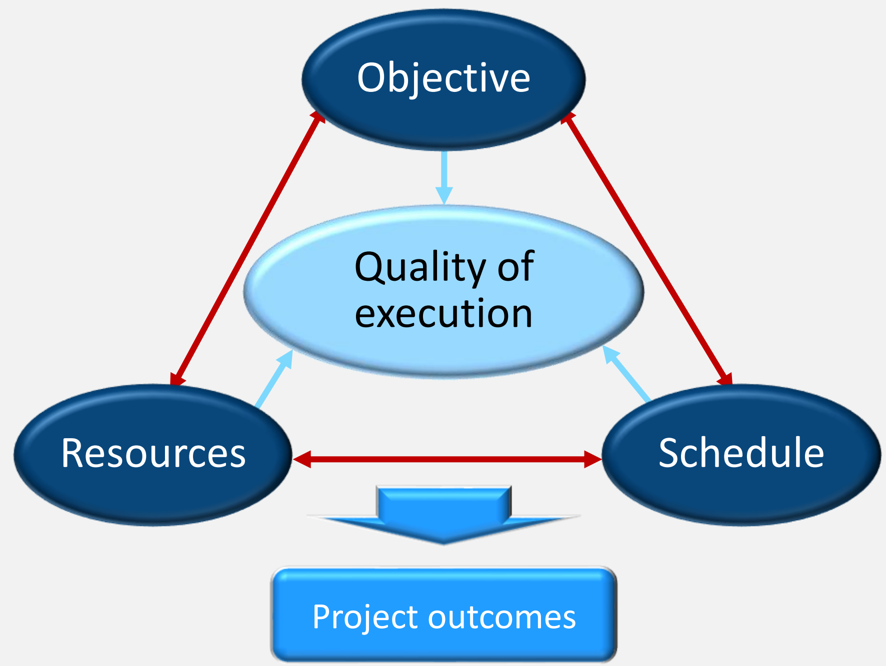
Sources: Smart Pharma Consulting

A project has 3 components: its objective, a schedule, and the required resources to complete it

Project Definition (2/2)

- A project can be defined by three components:
  - Its objective: purpose and desired outcome
  - The schedule: timetable and milestones, including its start and completion dates
  - The resources available to conduct the project: people, technical and financial resources
- The 3 components impact the quality of execution and the outcome of the project
- They are intertwined and influence each other:
  - A change in desired outcome will impact the cost and schedule
  - A shortening of the deadline could have an impact on costs and the quality of the outcome
  - A reduction in the budget can modify the quality of the outcome and the deadline

Project components



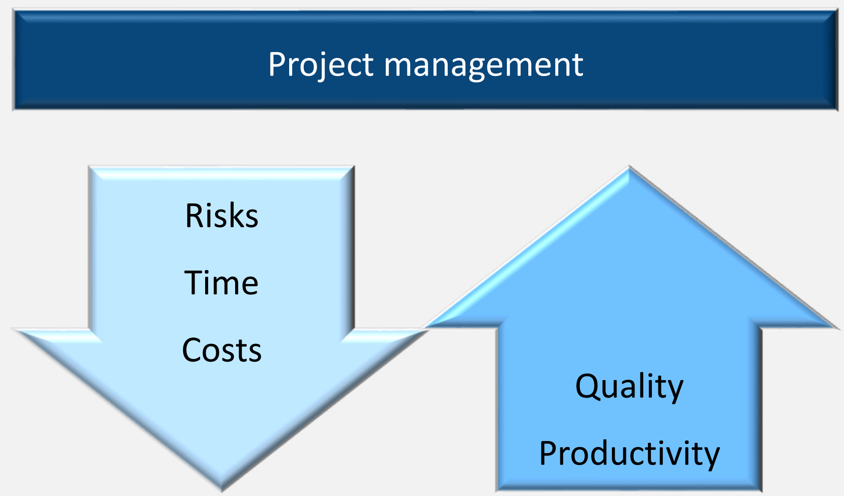
Sources: Smart Pharma Consulting

The proper management of projects improves their probability of success

Project Management Benefits

- Using a project management methodology allows a project manager to:
  - Set adequate expectations for the project
  - Improve the quality of deliverables
  - Increase productivity / efficiency
  - Reduce scope creep
  - Avoid cost overruns
  - Meet the agreed deadlines
  - Prevent risks
  - Promote communication between the project team and the project stakeholders
  - Build on experience
  - Reduce the number of projects that fail

Benefits of project management



Sources: Smart Pharma Consulting

These questions will help ensure the proper unfolding of a project and limit the risk of failure

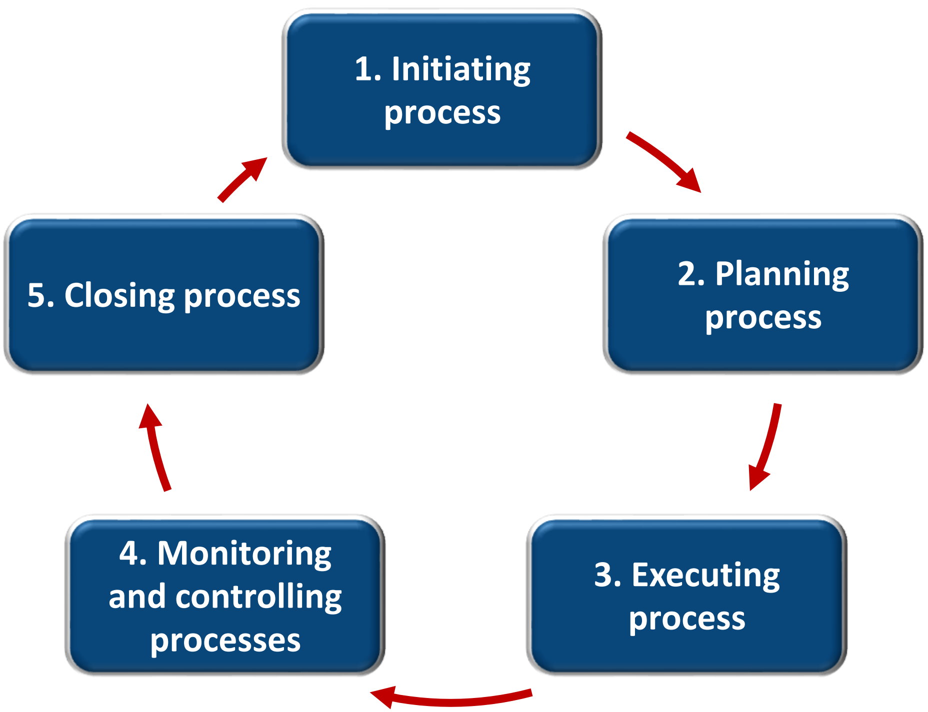
Key Principles of Project Management

1. What is the objective? What will be the project outcome(s)?
2. How can this objective be achieved? What is the action plan?
3. What are the required resources in terms of time and money?
4. What are the risks associated with the project?
5. How will the progress and success of the project be measured?

Sources: Smart Pharma Consulting

Every project goes through five different steps

Key Steps of a Project



1. The initiating process includes a cost-benefit analysis and evaluating the feasibility of the project from a technical and resource point of view
2. The planning process ensures a smooth execution and increases the chance of success
3. The executing process is the part where works get done and where people skills and team-work are most important
4. The implementation of the project needs to be monitored and controlled to ensure that everything is carried out according to the plan
5. The closing process comes after the project has been completed and is meant to build on the project experience

Sources: Smart Pharma Consulting

The initiating process avoids pursuing projects that are bound to fail

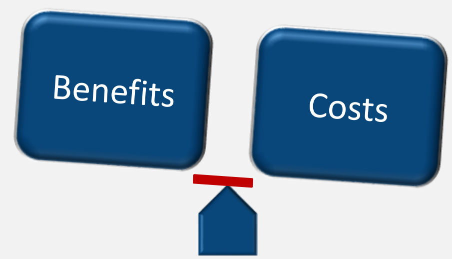
Step 1: Initiating Process

The initiating process answers two key questions:

1. Should the project be done?
   – Are the expected benefits worth the expected costs of the project?
   – Can the issue be approached in a better way?
   – Can the expected outcome be achieved in a better way?
2. Can the project be done?
   – Is the project technically feasible?
   – Are the required resources (people, money, time) available?

Cost-benefit analysis

A cost-benefit analysis is a systematic process for calculating and comparing the costs and benefits of a project to determine if the project should be undertaken (benefits > costs) or to choose among several potential projects



Sources: Smart Pharma Consulting

Project planning will reduce risks and mistakes

Step 2: Planning Process: Introduction

The project management plan should include:

- An overview of the reasons for the project and a detailed description of intended results
- A list of all constraints, assumptions and required works related to the project
- A breakdown of the roles and responsibilities of the project management and team members
- A detailed project schedule
- Resources needs (personnel, funds, equipment, facilities, information, etc.)
- A description of how significant risks and uncertainties will be managed
- Plans for project communications
- Plans for ensuring project quality

A scope statement precising the following points must be written:

- Rationale: how and why the project came to be, the business need addressed, the scope of work, how it will interfere with other activities
- Objectives: deliverables of the project
- Scope description: features and functions of the deliverables
- Acceptance criteria: process and criteria for accepting the completed deliverables
- Constraints: restrictions limiting what can be achieved, the manner and deadlines within which they can be achieved, and the cost of achieving it
- Assumptions: way in which uncertainty related to the project will be addressed

Sources: Smart Pharma Consulting

Success will depend on the quality of objective set and the proper management of constraints

Step 2: Planning Process: Objectives & Constraints

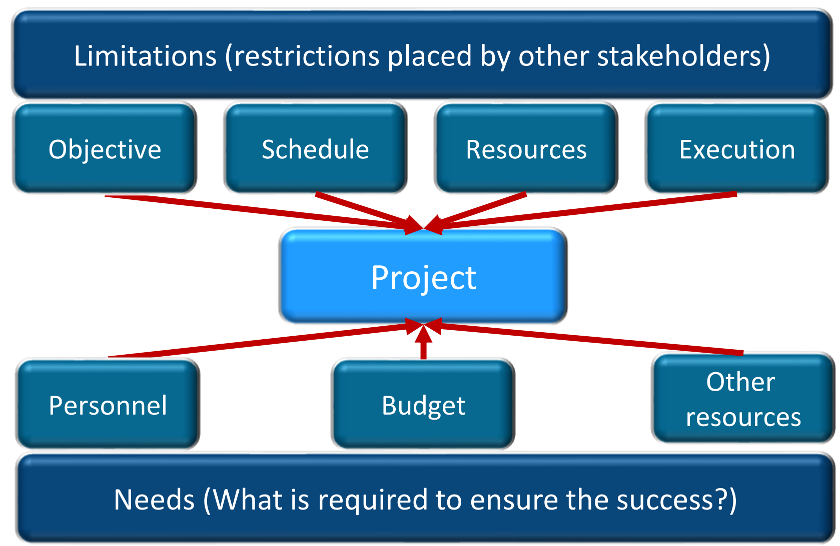
Objectives

The project objectives should be:

- Brief and simple to understand (no jargon)
- Accepted by the project stakeholders
- Controllable: the project team should be able to influence the success of each objective
- SMART:
  - Specific: clear and detailed target
  - Measurable: specified performance indicators[1]
  - Achievable: challenging but attainable
  - Rewarded: benefits that people will get for attaining the set objective
  - Time-bound: including deadlines

Constraints

Every project must be achieved within a defined set of constraints influencing its duration, cost and quality



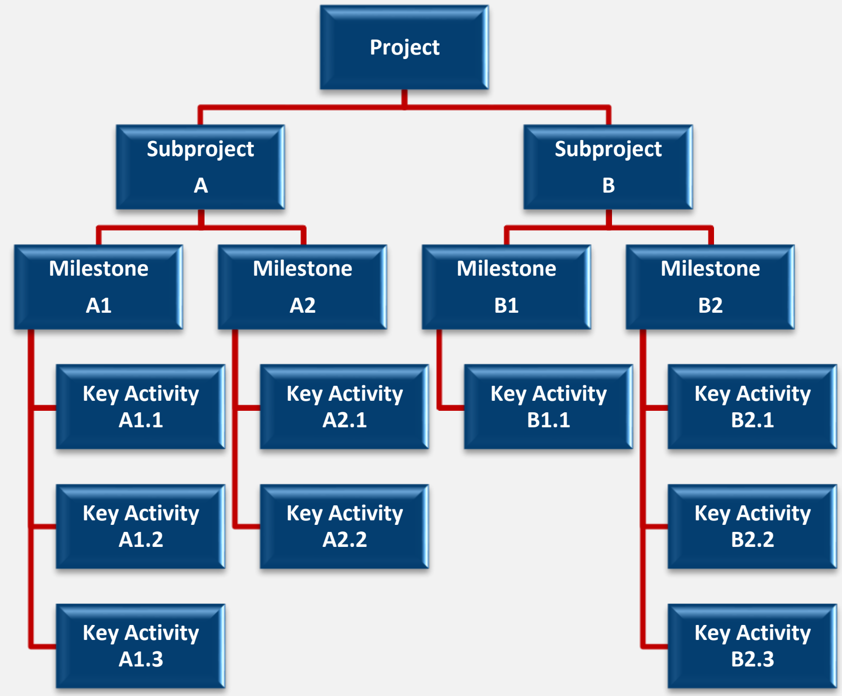
Sources: Smart Pharma Consulting

[1] Can be either quantitative or qualitative goals. What matters is that people define goals precisely enough to measure progress and the achievement

A WBS makes work sequences both identifiable and understood by breaking a project down

Step 2: Planning Process: Work Breakdown Structure

- A work breakdown structure (WBS) breaks down a full project into several manageable units:
  - Subprojects
  - Milestones: completion of an important set of work packages
  - Key activities: summary tasks
  - Work packages: tasks, activities, work elements
- A work breakdown structure (WBS) helps to:
  - Identify all the work that needs to be done
  - Logically organize work so that it can be scheduled
  - Assign work to team members
  - Identify the needed resources
  - Communicate what must be done
  - Organize work using milestones



Sources: Smart Pharma Consulting

Roles & Responsibilities must be transparent and widely available for reference

Step 2: Planning Process: Roles & Responsibilities

- Roles depend on actions and activities assigned
- Each role is associated with some responsibilities
- Team members relate to each others as follows[1]:
  - Authority: ability to make binding decisions
  - Responsibility: commitment to achieve results
  - Accountability: consequences of own performance
- Delegating involves transferring authority[2]
- Defining and sharing roles and responsibilities upfront can help improve performance and identify potential difficulties during a project
- A Responsibility Assignment Matrix (RAM) can be used to display the team roles and responsibilities:
  - A RAM depicts each project audience role in the performance of different project activities
  - There is no standard format for a RAM

Responsibility Assignment Matrix (RAM)

		People			
WBS code	Key activities and milestones	Project manager	Task Leader	Employee A	Employee B
3.1.	Design of a questionnaire	A	P		
3.2.	Look out for potential respondents			P	
3.3.	Carry out the interviews		A		P
3.4.	Summarize and analyze the answers	A	S, A	P	S

P = Primary responsibility
S = Secondary responsibility
A = Approval required

Sources: Smart Pharma Consulting

[1] Although authority can be transferred to another person, responsibility for the results can only be shared –
[2] Delegation involves risk as you are responsible for the consequences of someone else decisions

The initial project schedule aims at determining the time it will take to complete the project

Step 2: Planning Process: Schedule – Introduction

- Two pieces of information are needed to determine the amount of time required to complete a project:
  - Sequence: the order in which activities need to be performed
  - Duration: the time each activity will last
- Network diagrams can be used to illustrate the order in which project activities are to be performed:
  - Activities-on-arrow diagrams
  - Activities-on-node diagrams
- Network diagrams display:
  - Activities required to complete the project (i.e. work breakdown structure) and their dependencies
  - The time that each activity will take to complete
  - The milestones (or events) which are important but take no time and consume no resources mark the start or the end of one or more activities

Scheduling vocabulary

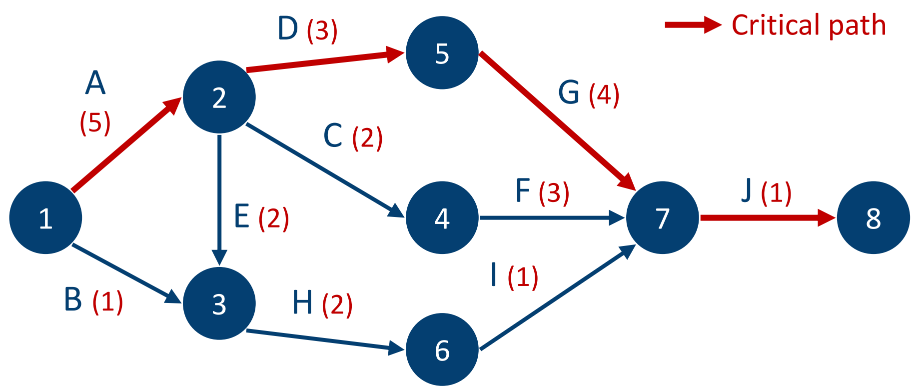
Critical path	A sequence of activities that takes the longest time to complete
Noncritical path	A sequence of activities in which some activities can be delayed without moving back the project completion date
Slack time/float	The maximum amount of time an activity can be delayed w/o moving back the completion date
Earliest start date	The earliest date an activity can be started
Earliest finish date	The earliest date an activity can be finished
Latest start date	The latest date an activity can be started without moving back project completion date
Latest finish date	The latest date an activity can be finished without moving back the project completion date

Sources: Smart Pharma Consulting

CPM displays the sequencing of activities and helps find the critical path of the project

Step 2: Planning Process: Schedule – Activities-on-arrow Diagram

Critical Path Method (CPM)



- The critical path is the path that takes the longest to complete (A-D-G-J)
- The time a project takes is equal to the time of its critical path (5+3+4+1), which in this case is 13 months if everything is done on schedule with no delays
- Other paths are not critical because they can waste some time without slowing the project (i.e.? activity C can take up to two extra months and not hold up the project)

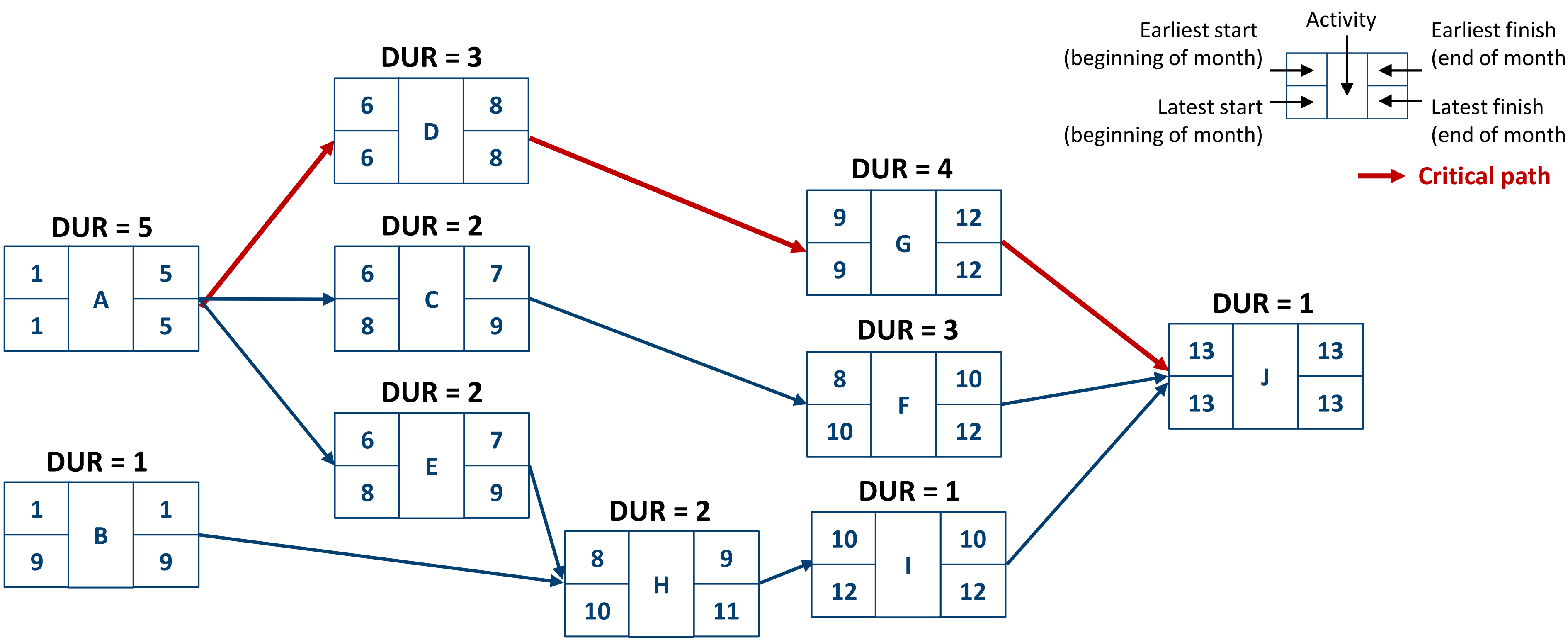
Activities

Activity	Description	Required Predecessor	Duration (months)
A	Product design	(None)	5
B	Market research	(None)	1
C	Production analysis	A	2
D	Product model	A	3
E	Sales brochure	A	2
F	Cost analysis	C	3
G	Product testing	D	4
H	Sales training	B, E	2
I	Pricing	H	1
J	Project report	F, G, I	1

Sources: Smart Pharma Consulting

The activities-on-node diagrams are more used than those displaying activities on the arrows

Step 2: Planning Process: Schedule – Activities-on-node Diagram



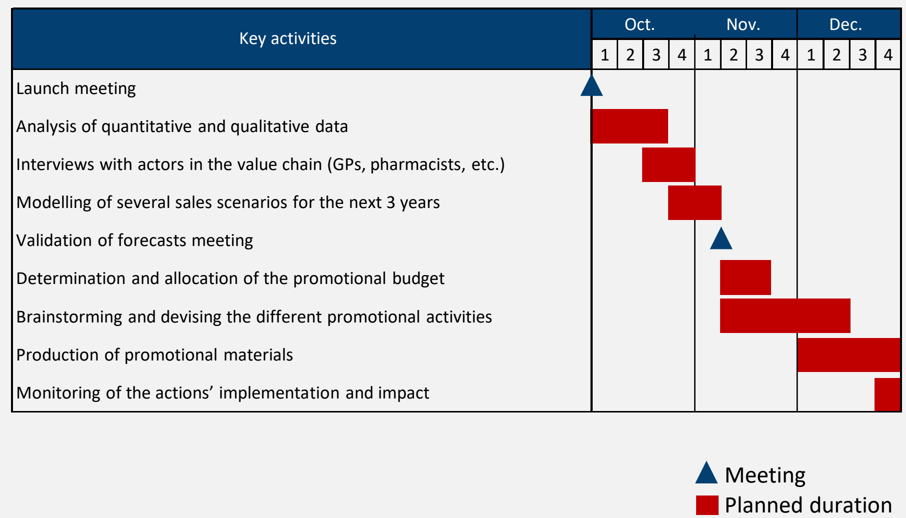
Sources: Smart Pharma Consulting

The Gantt chart allows to visualize the start and completion dates of a sequence of tasks

Step 2: Planning Process: Schedule – Gantt Chart

- The Gantt chart is a planning tool that displays the dates by which a series of activities should be completed as well as the expected duration of those activities
- To create a Gantt chart, it is previously necessary to have determined:
  - A list of all activities required to complete the project (i.e., the work breakdown structure)
  - The time that each activity will take to complete
  - The dependencies between the activities (i.e., some activities can't be started before others are finished)
  - The milestones (events)
- Gantt charts provide a good presentation tool for illustrating milestones and the planned duration of activities; however, they provide less information than network diagrams

Illustration of a Gantt chart
Marketing plan product X



Sources: Smart Pharma Consulting

Matching people to the most suitable tasks can save time and increase the quality of the outcome

Step 2: Planning Process: Schedule – Human Resources Allocation

- Planning for the personnel needed for a project raises the probability of success by enabling the project manager to:
  - Ensure the best qualified people available are assigned to each task
  - Explain more effectively to team members what contribution to the project is expected from them
  - Develop more accurate and realistic schedules
  - Ensure that people are on hand when they're needed
  - Monitor resources expenditure to identify and address possible overruns or underruns
- A Skills Matrix can be used to display people proficiency in specified skills and knowledge, as well as their interest in working on assignments using these skills and knowledge

Skills Matrix

	Employee A			Employee B		
	Level of skill or knowledge	Level of responsibility applying it	Interest	Level of skill or knowledge	Level of responsibility applying it	Interest
Writing skills	0	2	0	2	1	1
Quantitative skills	3	3	1	1	1	0
Communication skills	2	1	1	3	2	1

Level of skill or knowledge	Level of responsibility applying the skill or knowledge	Interest
0 = no capability	1 = must work under supervision	0 = no interest in applying this skill or knowledge
1 = basic level	2 = can work independently with little or no direct supervision	1 = interested in applying this skill or knowledge
2 = intermediate level	3 = can manage others applying the skill or knowledge	
3 = advanced level		

Sources: Smart Pharma Consulting

The planning phase budget is a more detailed version of the one calculated at project initiation

Step 2: Planning Process: Budget

- Estimating a project costs is important for three key reasons:
  - It is a way to weigh the anticipated benefits vs. costs to see whether the project makes sense
  - It allows to determine whether the necessary funds are available to support the project
  - It serves as a guideline to help ensure that sufficient funds are available to complete the project
- A project costs can be divided into:
  - Direct costs on the project:
    - Salaries for team members
    - Specific materials, supplies, and equipment
    - Travel to perform work
    - Subcontracts that provide support[1]
  - Indirect costs on the project:
    - Overhead costs[2]
    - General and administrative costs[3]

Detailed project estimates

Bottom-up approach	▪ Determine detailed cost estimates for each lowest-level activity/task ▪ Aggregate these estimates to obtain the total project budget estimates
Top-down approach	▪ Set a target budget for the entire project ▪ Apportion this budget among all Level 2 components in the WBS ▪ Apportion the budget for each of the Level 2 components among its Level 3 components

Sources: Smart Pharma Consulting

[1] Consultants, advertising agency, etc. – [2] Office space rent, equipment, etc. – [3] Finance, accounting, etc.

Effective communication is critical in that it ensures that everyone is on the same page

Step 2: Planning Process: Communication

- Effective communication consists in:
  - Sharing the right message….
  - … with the right people…
  - … in a timely manner…
  - … through the right communication channels
- Informative communication supports the following:
  - Continued buy-in and support from key audiences and team members
  - Prompt problem identification and decision-making
  - A clear project focus
  - Ongoing recognition of project achievements
  - Productive working relationships among team members

Communication Management Plan

It is a document that specifies all communications generated throughout the project. At a minimum, it should include:

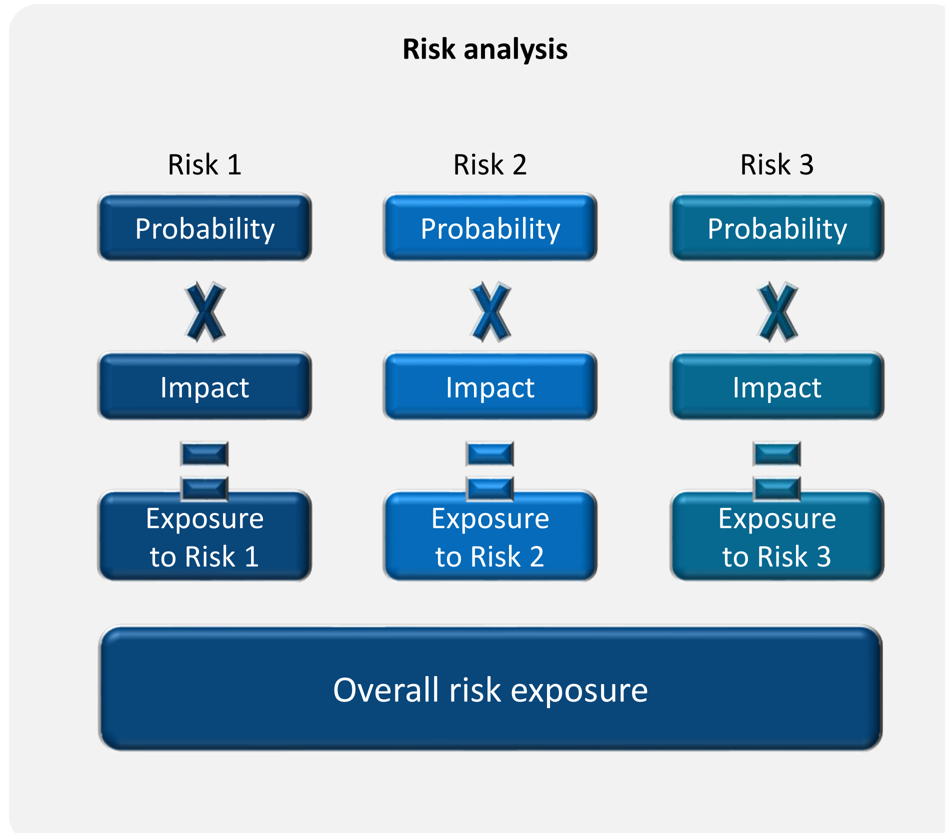
Target audience	The people whose information needs are addressed through the project communication
Information needs	The information that the target audience wants and/or needs
Information-sharing activity	The specific type of activity to be used to transmit information to the audience
Content	The specific data to be shared in the project communication
Frequency	When the information-sharing activity occurs (regular schedules vs. ad hoc)
Data collection	How and when the data for the report are collected

Sources: Smart Pharma Consulting

Risks that could come up during the project should be identified, assessed and dealt with

Step 2: Planning Process: Risk Assessment

- They are four ways to deal with a risk:
  - Accept: incur the chance of a negative impact
  - Avoid: adapt plans to circumvent the problem
  - Mitigate: reduce the impact through implementation of actions
  - Transfer: outsource the risk to a third party that is used to or prepared to manage the outcome
- When assessing how to deal with a risk, two criteria must be considered:
  - Probability: the likelihood that the risk will materialize
  - Impact: the consequences that will affect the project



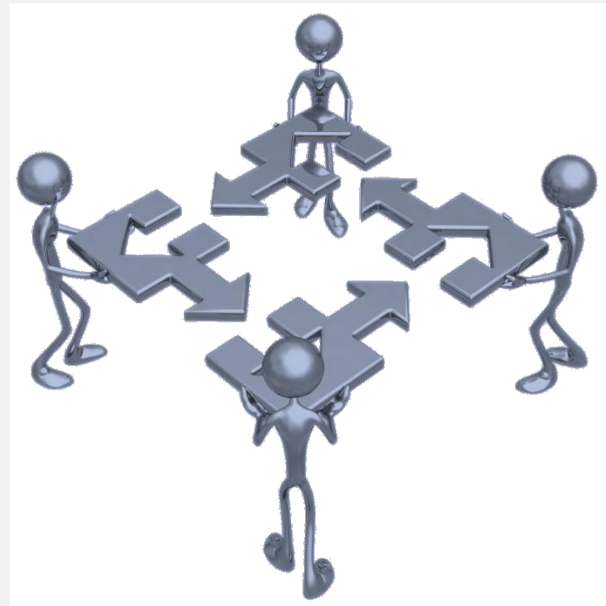
Sources: Smart Pharma Consulting

The executing process is where works get done and people skills and team-work are key

Step 3: Executing Process

The executing process can be split between:

- The preparation phase
  - Assigning people to all project roles
  - Introducing team members
  - Giving and explaining tasks to team members
  - Defining how the team will perform
  - Setting up necessary tracking systems
  - Announcing the project to the organization
- The execution phase
  - Doing the work that is in the plan
  - Assuring quality
  - Managing the team (assignment, review, etc.)
  - Developing the team (training and mentoring)
  - Sharing information



Sources: Smart Pharma Consulting

Monitoring and controlling processes are used to bring a project to a successful close

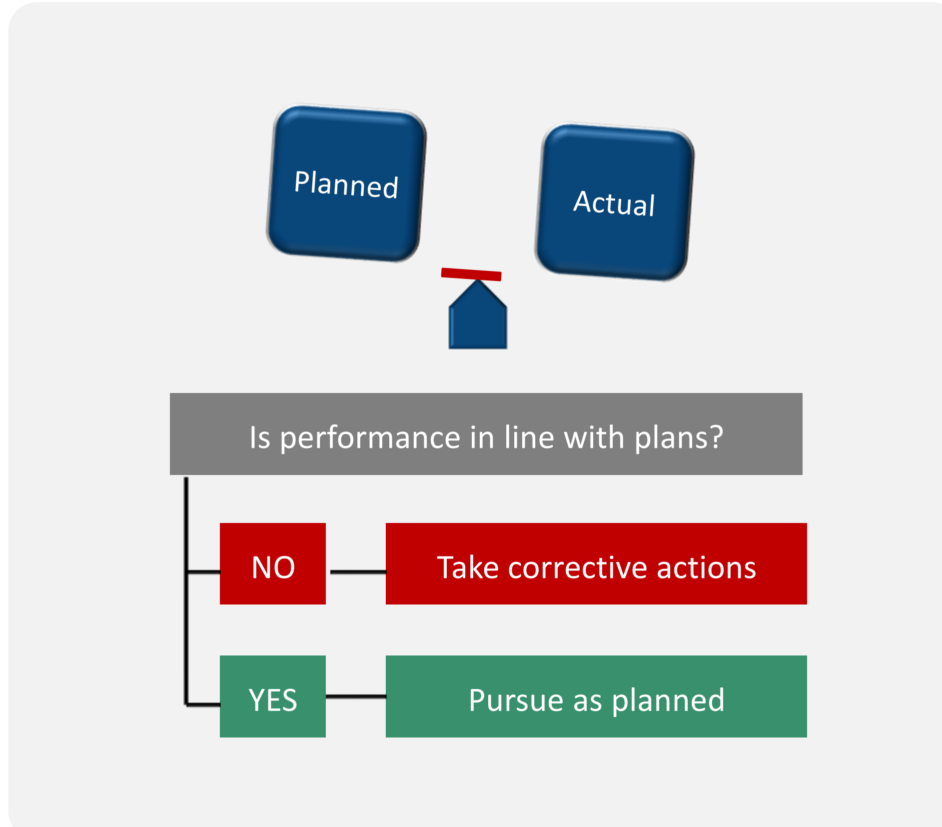
Step 4: Monitoring and Controlling Processes: Introduction

Monitoring and controlling processes are used to bring a project to a successful close, and they involve:

- Reconfirming the plan and team members commitment
- Assessing performance
- Comparing performance with plans
- Taking corrective actions and fixing problems
- Keeping everyone informed

Projects progress can be measured by tools such as:

- Gantt charts to control achievement vs. plan
- Labor report to show how resources have been initially allocated and how they are being used



Sources: Smart Pharma Consulting

The workload chart summarizes how resources are used and organized during a project

Step 4: Monitoring and Controlling Processes: Labor report

- The labor report shows how resources have been initially allocated and how they are being used on the project
- This tool is a way to plan for the workload (in hours, days, etc.) of the different members of the team for each of the activities that constitute the project
- The labor chart shows the number of days of work allocated to each activity (e.g.: forecast, remaining, revised, realized)

Illustration of a labor report

Employee A is spending less time than planned at the beginning but ends up working slightly more than what was planned

Work break-down code	Description of key activity	Employee		Budget	Week 1	Week 2	Week 3
2.1	Analysis of quantitative and qualitative data	A	Planned	150 hrs	50 hrs	50 hrs	50 hrs
			Actual		40 hrs	50 hrs	70 hrs
			Remaining	150 hrs	110 hrs	60 hrs	0 hrs
			Difference		-10 hrs	-10 hrs	+10 hrs
2.1	Analysis of quantitative and qualitative data	B	Planned	75 hrs	0 hrs	40 hrs	35 hrs
			Actual		0 hrs	30 hrs	20 hrs
			Remaining	75 hrs	75 hrs	45 hrs	25 hrs
			Difference		0 hrs	-10 hrs	-25 hrs

Employee B is spending less time than planned on the activity, which needs to be investigated: he might be working faster than anticipated or he might be working on some other activities/projects

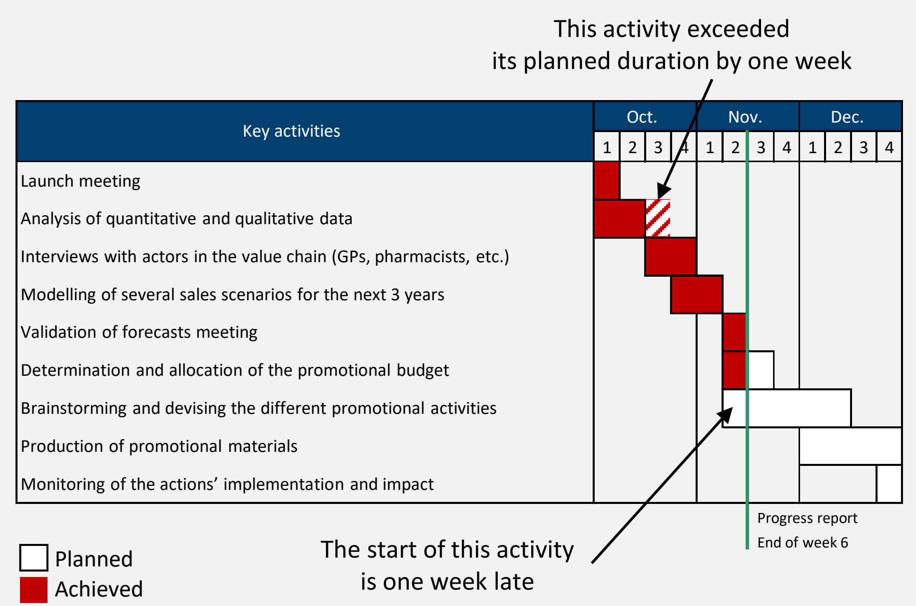
Sources: Smart Pharma Consulting

Besides its use for planning purposes, the Gantt chart can also be used as a controlling tool

Step 4: Monitoring and Controlling Processes: Gantt chart

- The Gantt chart is also used for controlling purposes as this tool can display on the same chart the dates by which a series of activities should be completed and the status of their effective achievement
- It is therefore possible to distinguish what remains to be done to complete a certain task or project, and to determine if work is ahead, late, or in line with the planned timetable
- The Gantt chart allows to measure the gaps between the actual and expected dates of completion of tasks or activities
- As such, when a gap is recorded, the project manager can decide whether he needs to implement a corrective action to catch up for the delay or prevent the delay from expanding

Illustration of a Gantt chart
Marketing plan product X



Sources: Smart Pharma Consulting

Dashboards depict key indicators of project performance in a visual way

Step 4: Monitoring and Controlling Processes: Dashboards

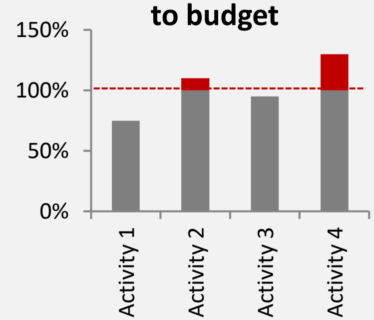
Designing a dashboard requires to follow 3 steps:

1. Select the major categories of information:
   - Results (outcome of the project or KPI[1])
   - Performance to schedule[2] and resource budgets
   - Risk management (current status of risk factors)
2. Choose specific indicators for each information
   - Results (e.g., Patient adherence increase by 9%)
   - Performance to schedule (e.g., # of milestones met vs. missed) and to resource budgets (e.g., ratio of funds used to budget)
   - Risk management (e.g., # of risks likely to occur)
3. Select the format for each indicator
   - Table, bar graph, pie chart, traffic lights, etc.

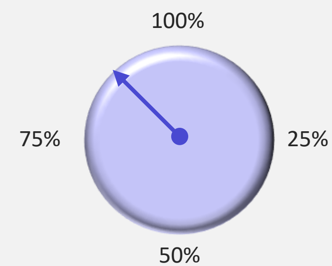
Scheduled status of activities in progress

# activities	Legend
2	Red light: one or more serious situation(s) requiring urgent attention
4	Yellow light: one or more minor problem(s) existing
10	Green light: the element is proceeding according to plan

Ratio of expenditure to budget



Percentage of milestones reached on time to date



Sources: Smart Pharma Consulting

[1] Key performance indicators – [2] Date of milestones achievements, start & completion dates of activities

The closing process is meant to build on the project experience

Step 5: Closing Process

The closing process involves several activities that must be carried out after the project has been completed:

- Closing all project accounts
- Performing a post-implementation review
- Holding a post-project evaluation with the project team to recognize project achievements and discuss lessons that can be applied to the next project
- Providing performance feedbacks and help team members move on to their next assignments
- Delivering project completion report

Post-project evaluation

A post-project evaluation is an assessment of the results, activities, and processes that allows the project manager to:

– Recognize achievements and acknowledge people work
– Identify techniques and approaches that worked, and devise steps to ensure they're used in the future
– Identify techniques and approaches that didn't work, and devise steps to ensure they aren't used again in the future

Sources: Smart Pharma Consulting

The 5 steps of project management include activities essential to maximize chances of success

Summary of Project Key Steps

1. Initiating process	▪ Clarification of the business need(s) ▪ Definition of the high-level expectations and resource budgets ▪ Identification of the audiences that may play a role in the project
2. Planning process	▪ Detail of the project scope, time frames, resources, risks, quality, etc.
3. Executing process	▪ Establishment and management of the project team ▪ Communication with and management of project audiences ▪ Implementation of project plans
4. Monitoring and controlling processes	▪ Tracking of the project developments (time frames, costs and quality) ▪ Introduction of the necessary actions to ensure project plans are successfully implemented and the desired results achieved
5. Closing process	▪ Evaluation of the achieved outcome ▪ Final evaluation (feedback with the project team)

Sources: Smart Pharma Consulting

The project manager specifies, organizes and plans a project from conception to realization

The Project Manager (1/2)

The project manager:

- Defines and implements the execution plans (schedules and deadlines, workloads, budget and funding, quality and risks)
- Keeps tracks of, and control, the progress, the execution of the plans and the meeting of budgets
- Animates the team (roles and responsibilities definition, consciousness raising, mobilization, communication, delegation, control)
- Communicates internally on the project progress
- Is both a manager and a leader
- Is responsible for the outcomes of the project

The ideal project manager should have:

- Enthusiasm for the project
- Team-building and negotiation skills
- Ability to manage change effectively
- A tolerant attitude toward ambiguity
- A customer-focused orientation
- Adherence to the priorities of business
- Knowledge of the industry or technology

Sources: Smart Pharma Consulting

A key role of the project manager is to create and sustain the motivation of team members

The Project Manager (2/2)

To foster team members motivation and commitment to a project success, the project manager must:

- Raise commitment by clarifying project benefits
  - To the organization, its employees, its clients and to each team member
- Encourage persistence by demonstrating feasibility
  - Involve team members in the planning process
  - Explain why targets and plans are feasible
  - Develop responsive risk-management plans
- Let people know how they are doing
  - Establish meaningful and frequent milestones
  - Continually assess people performance
  - Frequently reinforce the project potential benefits
- Provide rewards for work well-done
  - Talk with the concerned person and express appreciation for the work done

Leadership and Management approaches to project activities

	Leadership approach	Management approach
Planning	Create and share visions and strategies	Specify objectives, schedules, and budgets
Organizing	Elicit commitments from members	Assign people to the team, and define roles of members
Performing	Motivate team members	Monitor and report on progress

Sources: Smart Pharma Consulting

Project planning involves several steps for which several sections of the plan are produced

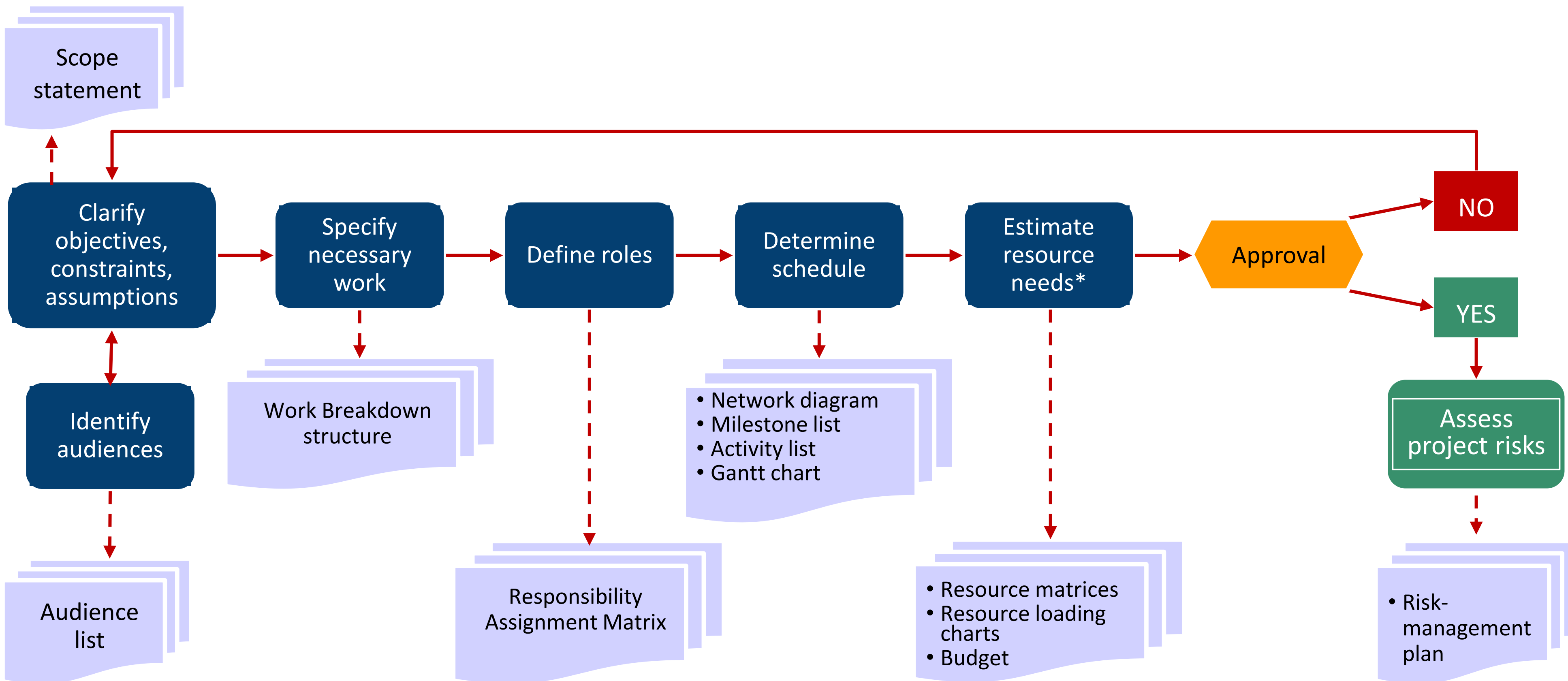
Key Learnings: Preparing a Project Plan (1/2)

Step	Action	Output
1	**Clarify the reasons for the project and the desired results** - Identify the audiences who will have a say in your project - Get information from all the audiences and written sources about expectations	• Scope statement • Audience list
2	**After you know all the results and deliverables your project is supposed to produce, identify the work required to achieve them**	• Work Breakdown Structure (WBS)
3	**Consider the WBS and the audience list together to decide on each audience roles and responsibilities for each project activity**	• Responsibility Assignment Matrix
4	**Create and analyze a network diagram of the activities from the WBS to develop a schedule that meets your project drivers' requirements**	• Milestone list • Activity list • Gantt chart
5	**Estimate your resources needs**	• Resources Matrices • Project budget
6	**Identify, analyze, and plan for any significant project risks**	• Risk management plan

Sources: Smart Pharma Consulting

These steps should be adjusted until drivers and supporters agree with and support the results

Key Learnings: Preparing a Project Plan (2/2)



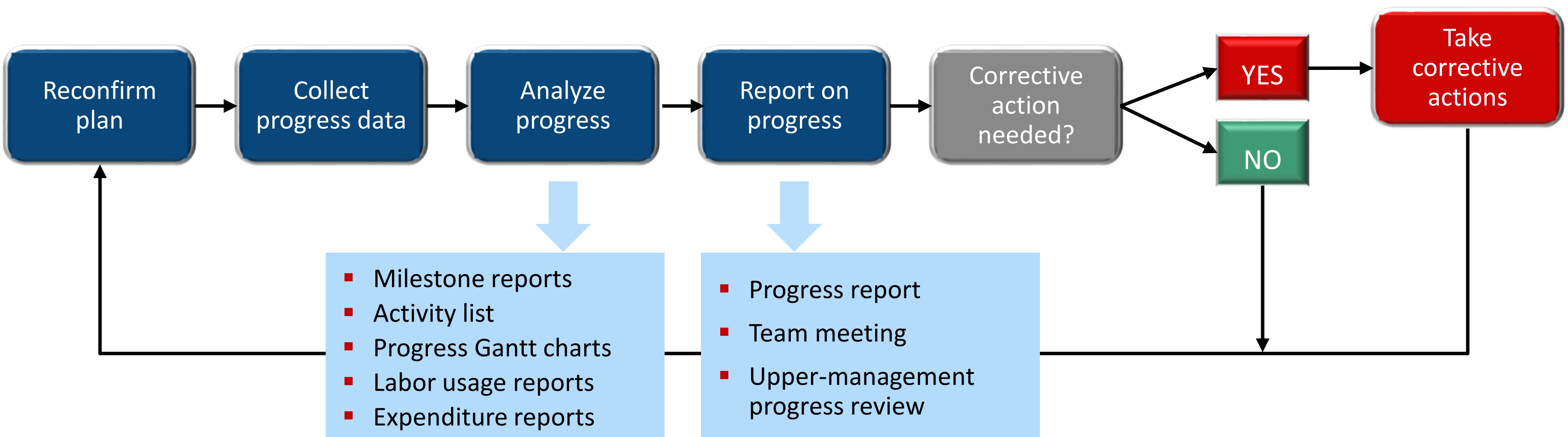
** Personnel, equipment, raw materials, facilities, information, funds*

Sources: Smart Pharma Consulting, adapted from S. E. Portny

Tracking, assessing and reporting project performance requires to apply specific activities

Key Learnings: Controlling Project Execution

- At the start of each performance period, people and resources availability must be confirmed and scheduled
- At the end of each performance period, activities performed, milestones dates, resource expenditure and quality should be assessed vs. project plan; issues or problems should identify, and necessary corrective actions taken



Sources: Smart Pharma Consulting, adapted from S. E. Portny

One-day program (or longer) to manage effectively and efficiently projects

Training Program – Intra-company

Content & Organization

- The program will include basic principles, key tools, practical exercises and case studies relative to the pharmaceutical industry
- The program content will be customized according to the specific needs of the clients
- The program duration will be of one day, a day and a half or two days, according to the clients' desire

Target Audience

- Any collaborators from pharmaceutical companies having the responsibility to manage projects that are more or less complex
- Participant can be part of the medical, marketing, commercial, market research, strategic,… departments

Example of a One-Day Program

9:00	Introduction to the program
9:10	Review of the basic principles and key tools to properly manage projects
10:40	*Break*
11:00	Exercises: **Familiarization with the key tools**
12:30	*Lunch*
13:30	Case study #1: **Application to a simple project**
15:00	*Break*
15:20	**Case study #2: Application to a moderately complex project**
16:50	Conclusion and key takeaways
17:30	**End of the program**

Sources: Smart Pharma Consulting

Smart Pharma CONSULTING

Serving & Sharing with Passion

Storytelling in Business

BEST-IN-CLASS SERIES

Survival kit

"The most powerful person in the world is the storyteller"
Steve Jobs

POSITION PAPER

Storytelling is a unique tool to communicate a message, it captures attention and engages the mind through emotions

Introduction

- The purpose of business storytelling is to help improve credibility and engagement to an organization through the sharing of a well-constructed speech
- The aim of this position paper is to understand the power of storytelling as a tool in business and to provide the key practices to best implement it in organizations

"We want to hear information through stories, with villains, characters, and a hero to rally around. It's the way the world and our brains work. We're wired that way" – Carmine Gallo

"Marketing is no longer about the stuff that you make, but about the stories you tell" – Seth Godin

Sources: Smart Pharma Consulting

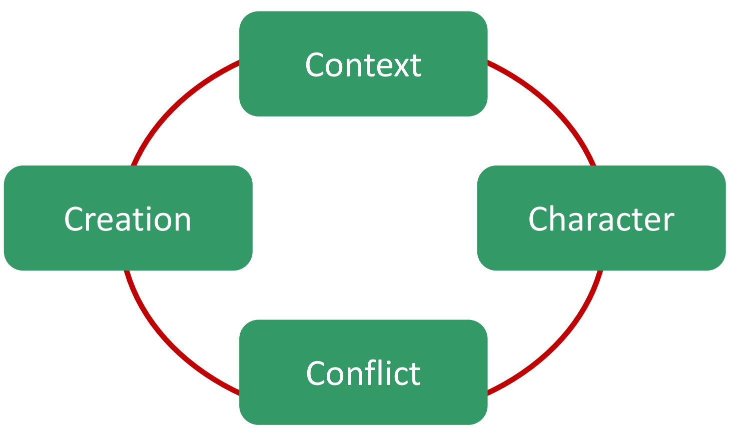
Storytelling is a very old technique which is considered as one of the most effective and influential means to reach people and move them with a message

What is storytelling?

Storytelling consists in sharing stories
through different media
to disclose the narrative of a story

- A story describes what happened
- A good story helps you see what happened
- A great story helps you feel what happened

The 4 Cs of a story



To create a great story, 4 components are required:

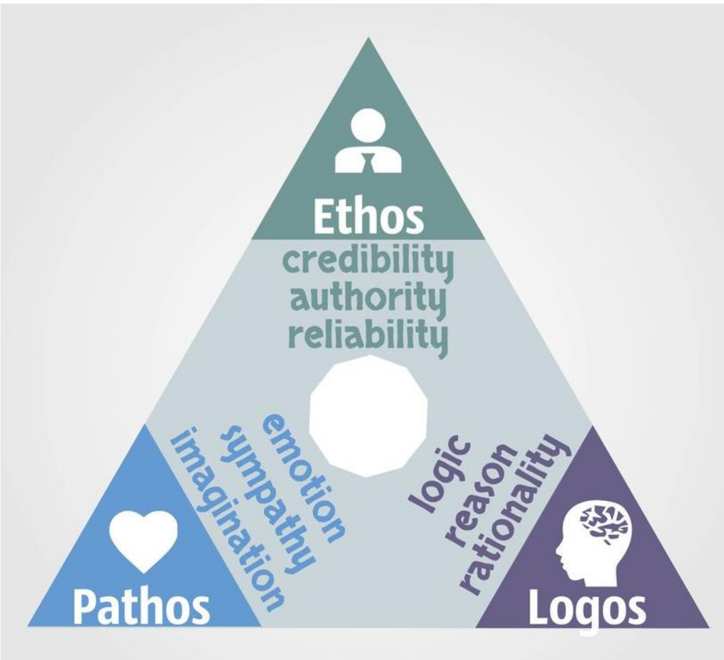
- The Context which indicates when and where the story happened
- The Characters to create connections and emotion with the audience
- The Conflict which drives the action of the story, creates tension and that is likely to be resolved at the end of the story
- The Creation which defines the telling, the way the context, characters and conflict are articulated into a narrative

"A story is a fact wrapped in context and delivered with emotion" – Indranil Chakraborty

Sources: "The Original Storyteller", Robert Carnes (2017) – Smart Pharma Consulting analyses

The Aristotle's modes of persuasion, based on the ethos, logos and pathos triad build credibility, stir emotions and prompt action

Storytelling & modes of persuasion



Aristotle has written *"The Art of Rhetoric"*, more than 2,000 years ago in which he proposed three modes of persuasion:

- Ethos (credibility) of the storyteller which depends on his:
  - Good sense
  - Good moral character
  - Goodwill
- Pathos (emotion) which is used to build a common bond with the audience through a shared identity and/or shared values, and inspire action by stirring emotions such as:
  - Anger and Calmness
  - Fear and Confidence
  - Kindness and Unkindness
  - Envy and Emulation
  - Friendship and Enmity
  - Shame and Shamelessness
  - Pity and Indignation
- Logos (logical argument) is based on:
  - Deductive reasoning (e.g., syllogism[1])
  - Inductive reasoning (from specific to general[2])

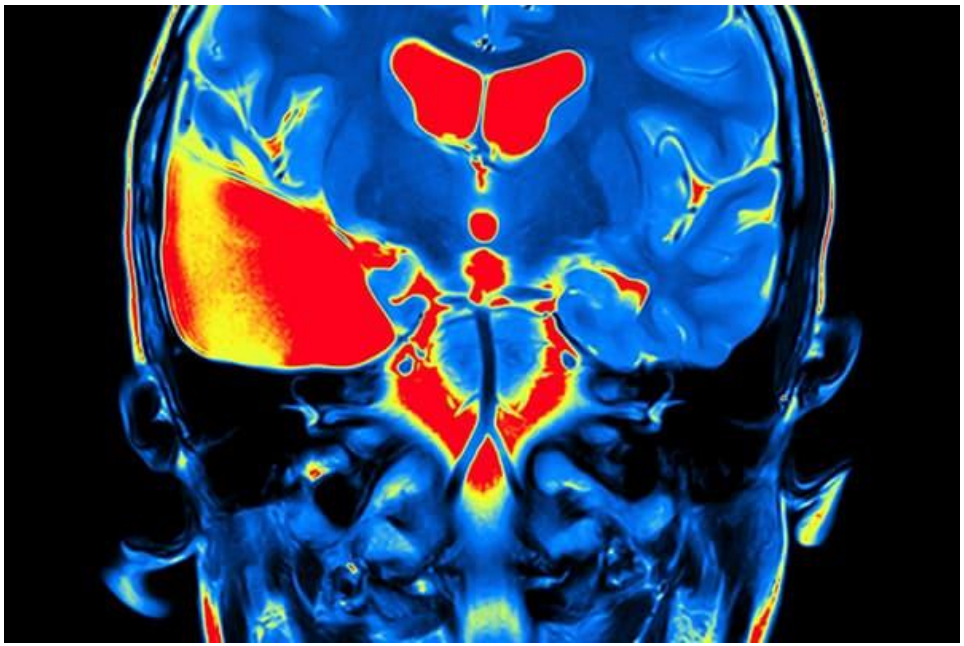
  and is important to demonstrate strong evidence with the help of facts, figures and testimony to support conclusions

Sources: Adapted from "Know the three modes of persuasion", Jeremy Porter (2014) by Smart Pharma Consulting analyses

[1] "All humans die (premise) – You are human (premise) – You will die (conclusion)" – [2] You used to commute by car (premise) – Tomorrow you have to commute (premise) – You will probably commute again by car (conclusion)

Neurobiological findings on storytelling have shown that character-driven stories with emotional content are more persuasive and memorable

Storytelling & Neuroscience



Storytelling evokes strong neurological responses:

- The stress hormone cortisol is produced by our brain during the tense moments in a story, which helps the audience to focus
- The oxytocin (the "feel-good" chemical) is produced when we are trusted or shown kindness, and it motivates cooperation with others
- A happy ending to a story triggers the limbic system – our brain's reward center – to release dopamine which makes us feel more hopeful and optimistic
- Character-driven stories cause increased oxytocin synthesis which motivates people to engage in cooperative behaviors
- Studies have shown that, in order to motivate a desire to help others, a story must first sustain attention by developing tension during the narrative

Sources: "The irresistible power of storytelling as a strategic business tool", Harrison Monarth in the Harvard Business Review (March 2014) – "Why your brain loves good storytelling", Paul J. Zak in the Harvard Business Review (October 2014) – Smart Pharma Consulting

It has been shown that storytelling makes facts and figures delivered with emotion more convincing and memorable, and thus more persuasive

Why use storytelling? (1/2)

- Storytelling is deeply rooted in making an emotional connection with another person
- The neuroscientist Antonio Damasio has shown that emotions play a central role in decision-making
- The British Institute of Practitioners in Advertising (IPA), analyzed the impact of 1,400 marketing campaigns on profit gains and demonstrated that, when based on…:
  - … logic, they are 16% effective
  - … emotion, they are 31% effective
  - … logic and emotion, they are 26% effective
- Stanford Marketing Professor Jennifer Aaker has shown that stories are remembered up to 22 times more than facts and figures alone
- Millennials[1] (or Generation Y) and Generation Z[2] base their relationships with brands on emotional attachments with stand-out companies
- People are more and more keen to give a sense to what they do
- Storytellers can engage audiences deeply with the right balance of emotion and key facts

Storytelling

- Captivates interest
- Remains in the memory
- Gets to the heart

"To win a man to your cause, you must first reach his heart" – Abraham Lincoln

Sources: Smart Pharma Consulting

[1] Demographic cohort of people who were born between early 1980s and mid-1990s –
[2] Demographic cohort after the Millennials, using the mid-1990s to the mid-2000s as starting birth year

Storytelling can be used to shape vision, to pass on knowledge and wisdom and to shape identity and organizational culture

Why use storytelling? (2/2)

- A story **creates an emotional** experience that the audience will remember
- Some brands (e.g., Apple, Coca-Cola, Virgin, etc.) trigger an **emotional feeling** – positive or negative
- These brands, like many others, have a **personality**
- This personality, **generating emotions**, differentiates a brand from a product
- The critical aspect of stories is the feeling they create; so, one must relate to **stories associated** to the **brands** and **not to** its **commercial elements**
- The **corporate narrative** provides the framework for getting **everyone on the same page**
- Stories can **help** — internal and external — audiences **understand the value** of a product, a company, a decision
- A clear narrative **helps** employees **appreciate the vision** of where the **company** is headed and **empowers** them **to use** their own **creativity** to **get there**
- Corporate story and storytelling **help leaders** to **communicate their vision** to their community
- A powerful way to **persuade** people is **by insinuating** an **idea with an emotion**
- A **compelling story** combines information and actions to **stimulate emotion** and **energy**

"90% of human behavior and decision-making is driven by our emotions" – Christine Comaford

Sources: Smart Pharma Consulting

Telling the right story will provide meaning and evoke a sense of purpose while helping the audience relate, empathize and remember

Telling the right story: Seven narrative patterns

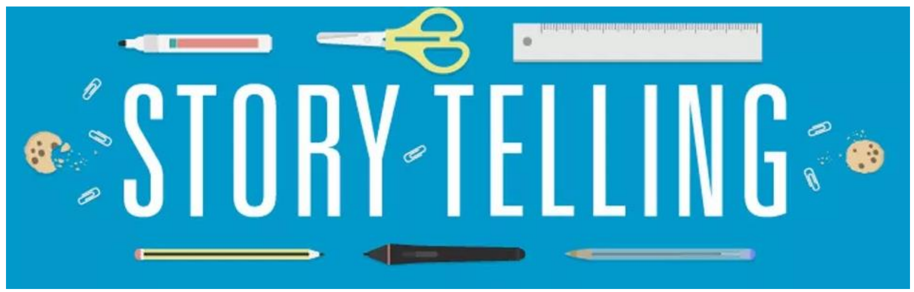
To spark action	Describe, straight to the point, how a successful change was implemented in a way the audience imagines how it might work for them
To tell who you are	Tell who you are, what you have done, what you think, based on a life event that reveals some of your strengths or weaknesses from your past
To transmit values	Use characters – real or fictional – in a situation that will prompt discussion about the issues related to the value being promoted
To foster collaboration	Tell a story that collaborators have also experienced and that prompts them to share their own stories, and have a plan ready to tap the energy released
To communicate on brands	The story should relate to products, services or companies and reflect the brand promise as it is delivered and perceived
To share knowledge	Focus on mistakes made and show how they were corrected, with an explanation of the reasons why the solution worked, and solicit other solutions
To lead into the future	Evoke the future you want to create without providing excessive details that will only turn out to be wrong

Sources: "Telling tales", Stephen Denning in the Harvard Business Review (May 2004) – Smart Pharma Consulting

The 5 following essential tips will guide the preparation and delivery of business storytelling likely to be successful

Business storytelling tips

1. Know the audience



5. Involve the audience

2. Define the right message

4. Keep it simple & visual

3. Be authentic

Sources: "Storytelling and other strategies in the art of persuasion", Bill Chiat – "9 Business storytelling tips to guide your next presentation", Jakub Mastalerz (November 2017) – Smart Pharma Consulting

The stories should be crafted according to the audience perspective and thus, the same story should be adapted accordingly

1. Know the audience

- You must know your audience:
  - What are the audience experiences and expertise?
  - What are their thoughts and concerns?
  - What are their needs and wants?
  - What do they expect from you?
  - What would resonate well to them?
- Thus, to tell the right story, it is essential to know what the audience values and what the audience is likely to be interested by to create empathy and craft a story which is relatable

"Make sure you find common ground with people to whom you are telling stories" – Nancy Duarte

Sources: Smart Pharma Consulting

The message that will be conveyed should serve the objective of the storytelling and in a form that will generate emotion and empathy

2. Define the right message

- Define the **idea** you want to **communicate** according to your **intent** (e.g., the action you want the audience to take, the feeling you want them to have, the opinion you want them to modify)
- The **way** you will **communicate** your message should be **related** to the audience on a human level
- Do not just share information, … tell a story:

Information sharing	**Vs.**	**Storytelling**
"Smart Pharma has helped more than 80 companies addressing strategic, management and organizational issues"		"Imagine your smartphone breaks down. Don't worry because at Smart Pharma we deliver services 24/7 to solve your problems"
Likely to be perceived as boring and not different from competition		By using metaphors and anecdotes, it is possible to tell compelling stories

"People will forget what you said and did but will remember how you made them feel" – Maya Angelou

Sources: Smart Pharma Consulting

Authenticity is key to gaining audience trust and creates an emotional connection, without fear, to show your own challenges and failures

3. Be authentic

- Ideally, storytelling should not be fictional because a genuine narrative is more likely to connect with the audience
- If the audience can relate to a real-life story, you are making a connection and building trust
- Anecdotes that illustrate overcoming struggle, failures and barriers are what makes the teller appear authentic
- Storytelling is an effective way to communicate if you mean what you're saying
- The key is to show some vulnerability

- Be you, just you! Don't pretend to be anyone else

- If your stories are honest and transparent, you can win over your audience
- Storytelling brings more authenticity into business…
- … which explains why blogs and social media recommendations are so relied on and impactful

"The stories that move and captivate people are true to the teller and the audience" – Peter Guber

Sources: "How to tell a great story", Carolyn O'Hara in the Harvard Business Review (July 2014) – Smart Pharma Consulting

Most of the successful and memorable stories are relatively simple, straightforward and can be enhanced by a limited number of well-chosen visuals

4. Keep it simple and visual

- Apply the KISS principle: "Keep It Simple, Stupid"
- Messages should be clear, precise and concise, without focusing on the details
- Simplicity is a challenge when subjects are complex
- The number of substantive arguments and persuasion principles should be limited

- Visual storytelling (e.g., animated images, videos) allows complex data to be broken down into smaller digestible pieces and chunks of memorable information

be visual

- Visual aids help improve engagement and retention
- Visuals are the most effective communication vehicles for evoking emotion and getting people to act

> - Visuals drive emotions
> - Emotions drive decisions
> - Decisions lead to action

Sources: "How to tell a great story", Carolyn O'Hara in the Harvard Business Review (July 2014) – Smart Pharma Consulting

Stories must be built and delivered so that the audience can feel involved as being a character of the story

5. Involve the audience

- We cannot tell a story if we don't feel that there is someone listening to us and paying attention
- Storytelling is about connecting
- You need to be vulnerable and connect to the vulnerability of others
- We can't really listen to a story when the storyteller is not aware of his or her audience and is instead caught up in his or her own speech bubble
- In this most basic sense, there is a reciprocal relationship between listening and telling

- People like to be a part of stories
- Your audience can be characters in your stories
- Get your audience involved

- Get your audience involved in the presentation:
  - Ask questions
  - Brainstorm
  - Challenge them

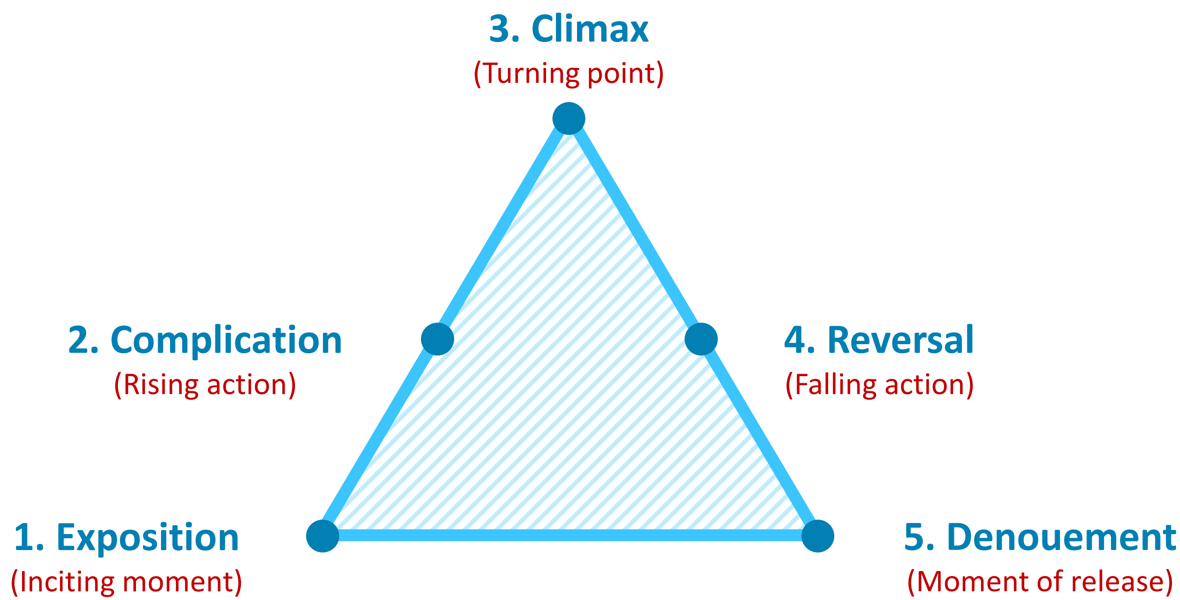
"A good storyteller makes the target audience part of the story he tells"

Sources: Smart Pharma Consulting

Freitag's pyramid[1] uses a 5-part system to describe the story plot[2], the climax being the high point which is surrounded by rising and falling actions

Structuring the story – Freitag's Pyramid (1/2)

To capture attention, convey emotion and engage the audience,
stories need a dramatic arc, some conflicts to arise and after the struggle, a resolution



"A story without a challenge, simply isn't interesting" – Caroline O'Hara

Sources: "The irresistible power of storytelling as a strategic business tool", Harrison Monarth in the Harvard Business Review (March 2014) – Smart Pharma Consulting

[1] Gustav Freytag was a 19th century German novelist who saw common patterns in the plots of stories and novels and developed a diagram to analyze them – [2] Sequence of events through the principle of cause and effect

Structuring stories by using Freitag's Pyramid will help to raise audience attention and forge an emotional connection likely to change their opinion and behavior

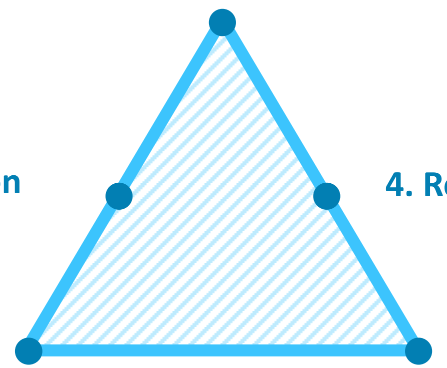
Structuring the story – Freitag's Pyramid (2/2)

3. Climax

- It is the most intense moment (either mentally or in action) or the greatest tension in the story, turning positively for the protagonist in a comedy or negatively in a tragedy

2. Complication

- A single event usually signals the beginning of the main conflict, rising tension
- The story builds as sequential events happen and…
- … becomes more exciting with a series of conflicts and crisis



4. Reversal

- It is the event that occurs as a result of the climax, and marks up the story will end soon

1. Exposition

- This 1st step marks the start of the story where the scene is set (time and place)
- The teller introduces the characters[1] providing description of the situation and establishing the atmosphere of the story

5. Denouement

- At this point, any secrets, questions or mysteries which remain after the resolution are solved by the characters or explained by the teller

Note: As an example of the implementation of the Freitag's Pyramid, see the TED show presentation of Richard Tuere:
https://www.ted.com/talks/richard_turere_a_peace_treaty_with_the_lions/up-next?language=fr

Sources: "The irresistible power of storytelling as a strategic business tool", Harrison Monarth in the Harvard Business Review (March 2014) – Smart Pharma Consulting

[1] Protagonist, hero, antagonist

To grab attention of the audience and make a story relatable, engaging and compelling, the story should be structured according to the classic narrative arc[1]

How to compose a story: Practical recommendations

Successful composition

I. Who is my audience?

- Know your audience to craft a story that has a meaning for them

II. What is the message I want to share?

- Why are you telling the story?
- What do you want the audience to think, feel or do at the end of the story?

III. What is the story I want to tell?

- Tell a story that has a meaning for you
- Tell a story that actually happened
- Pick a story that addresses a problem the audience has

IV. How I structure my story?

- Pick a main character similar to the audience
- Start your story with some context[2]
- Something must be at stake
- Have a happy or constructive ending from which lessons can be learned

Sources: : "Storytelling and other strategies in the art of persuasion", Bill Chiat – Jennifer Aaker – – Smart Pharma Consulting

[1] As per the Freytag's pyramid – [2] Place, date, etc.

The delivery of the story being as important as its composition, it is essential for the storyteller to be well-prepared and to practice

How to deliver a story: Practical recommendations

Successful presentation

1. Style

- Talk in a relaxed and direct way
- Keep stories focused and simple
- Be yourself
- Be confident (no apologies)

2. Truth

- Tell the truth as you see it
- Be cautious while disclosing information about other people
- Be congruent

3. Preparation

- Rehearse, but don't lose your spontaneity
- Stick to the structure of your story
- Test your story on others to check if you changed their perspective

4. Delivery

- Be lively (use body language, voice inflection, make pauses)
- Connect with the audience
- Use pauses for emphasis
- Keep it short (~6 to 8 minutes)

Sources: : "Storytelling and other strategies in the art of persuasion", Bill Chiat – Smart Pharma Consulting

Steve Jobs was not a natural speaker but used to work hard, rehearsing, again and again, to make keynote presentations look effortless and conversational

The Apple case

- Steve Jobs introduction of the first iPhone in 2007 was a masterpiece
- Steve Jobs begins the presentation by building suspense. A touchscreen iPod? A phone? An internet communicator?
- Then, even as the audience is starting to catch on, he lingers in the suspense a bit longer before making the reveal: a three-in-one mobile phone that would change the world forever
- Jobs was building the iPhone brand even before the audience had seen it, and the story was consistent with the company brand Apple had already built
- Apple knew they had made something exceptional
- Today, Apple continues Steve Jobs tradition of storytelling
- They do a great job of telling a story about what it looks like for customers to successfully use their products
- Apple weaves their products seamlessly into the story
- They also show how their products help people create their own stories, and Apple highlights the stories people create

What can we **learn from Apple**?

1. **Hook the audience** first, introduce your product second
2. **Build suspense**
3. **Focus your story on customers** successfully using your product

Sources: "How Airbnb & Apple build their brands with storytelling marketing", Jarom McDonald (February 2016) – Smart Pharma Consulting

https://www.youtube.com/watch?v=z9w6tO4d90U

Airbnb has built its brand with storytelling marketing, focusing on people, telling stories about people, Airbnb hosts from around the world, thus creating connection

The Airbnb case

- Airbnb content is focused on the people who own the homes listed and the travellers who go there
- They show how connecting with others is important to their brand and how their brand makes that possible
- It is a very human approach with a clear statement about the importance of stories to the Airbnb brand
- There is an entire page on their website labelled airbnb.com/ stories with videos and biographies of hosts around the world
- Airbnb is also experimenting, on their website, a brand magazine called Pineapple which is "a platform for incredible stories from Airbnb family to be shared; showing how people live and create connections in cities today"
- This meshes perfectly with Airbnb approach which focuses on stories and people, which is the language by which humans communicate; this approach attracting more customers

What can we **learn from Airbnb**?

1. **Always seek connection** between the brand and the audience
2. **Always bring it back to the human element**
3. **Be sincere**

Sources: "How Airbnb & Apple build their brands with storytelling marketing", Jarom McDonald (February 2016) – Smart Pharma Consulting

Storytelling can help companies connect with their audience and build a long-lasting relationship of loyalty with their customers and increase employee motivation

Key learnings

- As an **emotional tool**, storytelling **creates purpose** and **drives action** from the audience
- Well-constructed storytelling is an effective tool to **inspire**, **engage** and **motivate** your team
- Through imagination, stories **help customers visualize** the **context** of a **company**, its **challenges** and **comprehend its strategy**
- Many **companies use** storytelling to tell their story, **share** their **values** and **aspirations** and **create** a **lasting bond** with their target audience
- In order to **craft an impactful story** to tell, an **analysis** of the targeted **audience** is required to **understand** its **concerns**, **perceptions**, **personalities** and **priorities**
- A **great** crafted **story** is **not sufficient** to move an audience, **its delivery** through a **plotted speech** is **necessary** to achieve a behavioral change
- Telling a great **story** can **help to leverage** the full **potential** of a **brand** and to distinguish from competition

"Stories evoke emotion and inspire action"

Sources: Smart Pharma Consulting

Training program – Intra-company

One-day program to define relevant storytelling

Content & Organization

- The program will include basic definitions, recommendations, key tools, practical exercises and case studies related to the pharmaceutical industry
- The program content will be customized according to the specific needs of the client
- The program duration will be of one day, one day and a half or two days, according to the client needs and desire

Target Audience

- Any collaborators from pharmaceutical companies, whatever their level of responsibility and seniority
- Participants can be part of the medical, marketing, commercial, market research, strategic,… departments

Example of a One-Day Program

9:00	Introduction to the program
9:10	Review definitions and basic principles related to storytelling, in general and in the context of the pharma business
10:40	*Break*
11:00	Exercises: Know your audience – Define the right message – Be authentic – Keep it simple & visual – Involve the audience
12:30	*Lunch*
13:30	Case study #1: Practical implementation
15:00	*Break*
15:20	Case study #2: Practical implementation
16:50	Conclusion and key takeaways
17:30	End of the program

"Storytelling is the most effective way to combine meaning & emotions"

Sources: Smart Pharma Consulting

SERVICE OFFERING

Smart Pharma CONSULTING

Serving & Sharing with Passion

Pharma Training Programs…

2022 CATALOGUE

… for high potential performers

Table of Contents

Sources: Smart Pharma Consulting

The Smart Pharma Institute of Management offers a large array of training programs for high potential executives from pharma and biotech sectors

Introduction

Training Program Offering

- Our training programs are developed and carried out by the "Smart Pharma *Institute of Management*" which is our professional training center
- Smart Pharma *Institute of Management* is a division of Smart Pharma Consulting that offers training programs to high potential executives from pharma and biotech sectors
- Those high-level training programs have been designed for professionals who are willing to reinforce their skills in Strategy, Operational Marketing and Management in both national and international contexts

"The Smart Manager knows where, why and how to go"

Sources: Smart Pharma Consulting

Our training & teaching programs are unique because they are built on our market research and consulting expertise in the pharma sector and delivered by experts

Introduction

Our Unique Value Proposition

- Our market research expertise allows us to take a critical look at third party studies
- As we carry out our own studies, we ensure a direct quality control on the data we collect, which is key to develop fact-based analyses and recommendations

- Our teaching method, based on educative challenge[1], is acclaimed by executives[2] and students[3] since 1992
- Thanks to our consulting activities, we are aware of specific pharma executive training needs (i.e., business knowledge and analytics, solution development)

Three core businesses

Our recommendations are supported by:

- Our strong academic background
- Our experience in pharma companies and several of the best worldwide consulting firms
- The reliability of the data that we collect
- The robustness of our analyses to draw up solutions
- Our innovative viewpoints, methods, etc. (several of them having been published in peer-reviewed journals)
- Our ability to explain and convince with clear, precise and concise messages

Smart Pharma is a certified Training Organization since 2002

Sources: Smart Pharma Consulting

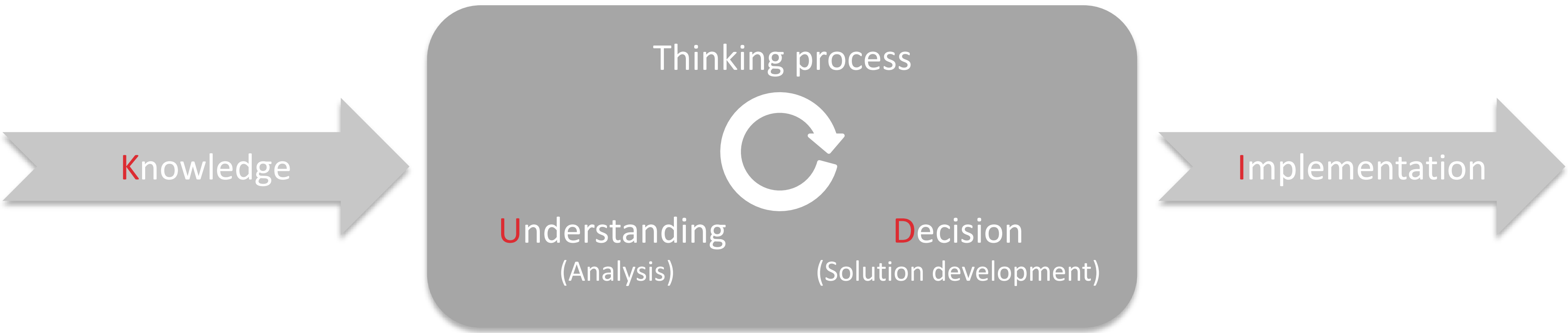
[1] Challenge of participants (e.g., analytical rigor, relevance of recommendations, quality of the oral presentations, etc.) – [2] ~980 executives trained – [3] More than 1,960 students trained

Our training and teaching programs have been designed to boost the knowledge of participants, their ability to understand, to make decisions and to implement them

Introduction

“Smartness Formula” (1/2)

Smartness = Knowing x Understanding x Deciding x Implementing



“Any fool can know. The point is to understand” – Albert Einstein

Sources: Smart Pharma Consulting

The "Smartness Formula" has shown to be effective to diagnose development needs of participants and to structure development programs

Introduction

"Smartness Formula" (2/2)

- The "Smartness Formula" provides a structure to identify development needs and organize in an effective and more efficient manner

Smartness = Knowing x Understanding x Deciding x Implementing

Smartness components

Knowing	Understanding	Deciding	Implementing
By collecting	By carrying out	By proposing	By providing
Precise – Reliable Relevant	In-depth & Robust	Innovative & Easy-to-implement	Specific Monitoring Tools
Facts & Figures	Analyses	Solutions	To guarantee the Quality of Execution

Sources: Smart Pharma Consulting

Smart Pharma Consulting has published the "Pharma Marketing Tool Box" which is a book specifically designed for Pharma Marketers

Introduction

Publications: Marketing book[1]

Author: Jean-Michel Peny is President of Smart Pharma Consulting, Faculty Director of Smart Pharma Institute of Management, Lecturer in Pharmaceutical Strategy & Marketing at the ESSEC business school, at the Faculty of Pharmaceutical Sciences (Paris XI)

Editor: Smart Pharma Consulting – 246 pages

Presentation

The book provides a clear, precise and concise review of the most relevant and useful concepts in the context of pharmaceutical marketing

The author presents:

- Innovative marketing approaches
- Specific analyses
- Practical tools

This user-friendly "tool box" has been structured to encourage the rigor and relevance of marketing thinking of pharmaceutical executives

Brief Content

- Introduction
- Part 1 – Market Research
- Part 2 – Strategic Marketing
- Part 3 – Operational Marketing
- Part 4 – Marketing Planning

Sources: Smart Pharma Consulting

[1] See our website: www.smart-pharma.com where you can order this book

All programs are led by Jean-Michel Peny, President of Smart Pharma Consulting and Program Faculty Director of the Smart Pharma Institute of Management

Introduction

Jean-Michel Peny

- **Experience:**
  - 1 year as pharmacist at Begin hospital blood bank[1]
  - 7 years as General Manager for pharma companies:
    - 3 years in Sri Lanka (Servier)
    - 3 years in India (Servier)
    - 1 year in France (Novartis Generics)
  - 27 years as Consultant specialized in Strategy and Management in the pharmaceutical sector (Bain & Co, Arthur D. Little, AT Kearney, ISO Health Care Consulting, Smart Pharma Consulting)
  - 28 years of teaching activity:
    - Lecturer: ESCP Europe B-School, ESSEC B-School, Paris Pharmaceutical and Medical Universities
    - Former affiliate Professor of Strategy & Marketing at HEC B-School
    - 1992-2001: Master " Pharma & Biotech Management" – ESCP Europe B-School
  - 18 years of training activity:
    - Intra-company programs since 2002
    - Inter-company programs since 2006
- **Education:**
  - Pharm. D. – Nantes University
  - MBA – HEC Business School
  - Executive programs:
    - Strategic Marketing – Harvard Business School
    - Corporate Strategy – Sloan School of Management
    - Management of small corporations – Stanford B-School
  - Master 2, International Trade – IAE Lyon 3 University
  - Master 2, Pharmaceutical marketing – Paris 5 University
- **Publications:**
  - 6 books
  - 40 articles
  - ~150 position papers

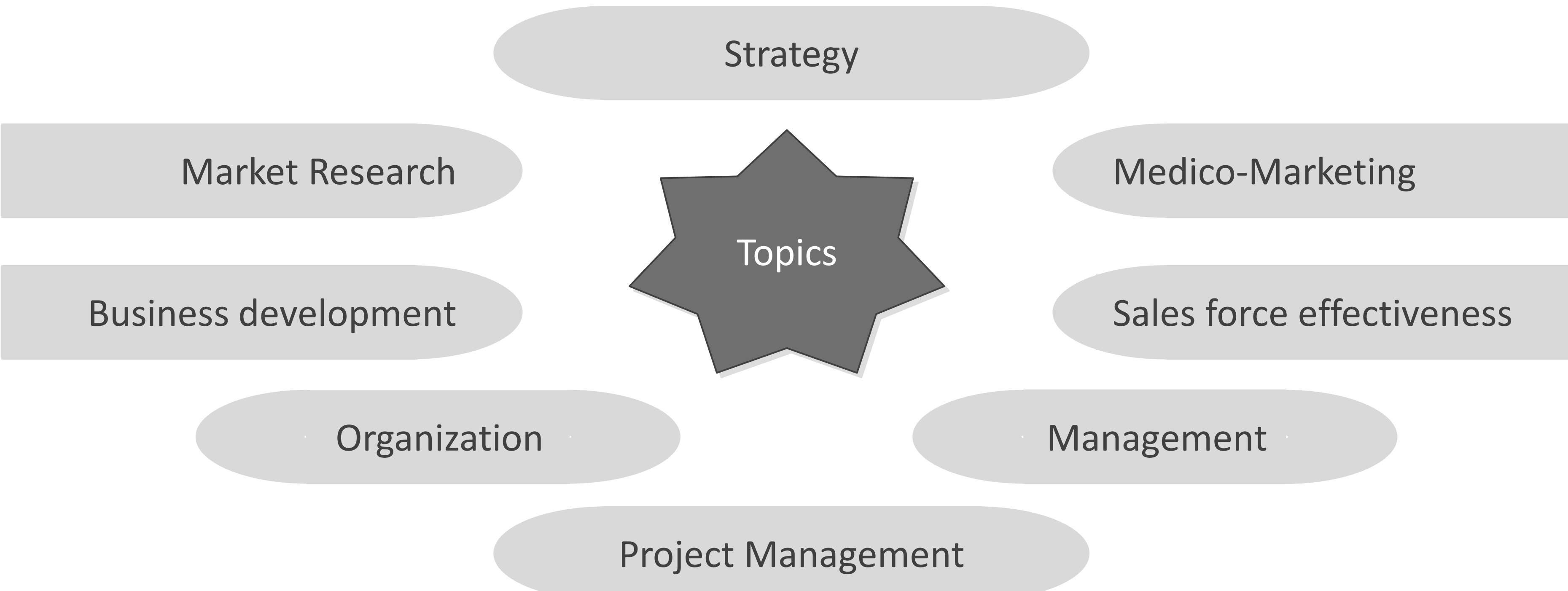
Sources: Smart Pharma Consulting

Our training programs are developed and carried out by the Smart Pharma Institute of Management which is our professional training center, registered since 2002

Training Programs

Key topics covered

- We disseminate insights through our training programs which cover eight key topics:



Sources: Smart Pharma Consulting

We propose a 5-day seminar for high potential and seasoned marketers who want to reinforce their strategic and operational marketing skills

Training Programs – Inter-companies

Seminar[1]: Pharma Strategy & Marketing

2022 sessions in French in Paris
February 7 to 11

Day 1: Strategic thinking applied to companies
- Worldwide Pharma and Biotech sectors
- Evolution of the Pharma business model by 2020
- Strategic management of Pharma companies

Day 2: Marketing strategic thinking
- Optimization of brand value: Brand Preference Mix, etc.
- Dynamic prescribers' segmentation: Behavioral Prescribers Segmentation (BPS) approach
- Sales forecasting and performance objectives setting
- Brand Planning: Advanced SWOT, Strategy Card, etc.

Day 3: Marketing tactical thinking
- Digital marketing and multi-channel approach
- Promotional resource allocation
- Definition of Key Execution Indicators (KEIs) and Key Performance Indicators (KPIs)
- Integration of new marketing tools: Integrated Promotional Strategy (IPS) approach

Day 4: Specialized market segment analysis
- Marketing of generics and biosimilar products
- Marketing of OTC products and Rx-to-OTC switches
- Management of mature products
- Marketing of niche and hospital products

Day 5: Development of managerial skills
- Sales force effectiveness
- Team leadership
- Corporate behavior
- Communication principles

Target Audience
- **Marketing executive** (e.g., marketing managers, group product managers, product managers)
- **Market research executives**
- **Strategic planners**
- **Medical executives** (e.g., MSLs, medical managers)
- **Sales forces executives** (e.g., sales force managers, area managers)

Sources: Smart Pharma Consulting

[1] Program proposed both in English and in French. Since 2005, 153 experienced executives from 38 companies have attended this seminar

We propose a 5-day seminar for sales managers of pharma companies wishing to become "High Performers"

Training Programs – Inter-companies

Seminar[1]: High Performance Sales Manager

2022 session in French in Paris
March 14 to 18

Day 1: Recent changes in the environment and implications

- The healthcare system: national, regional and local (hospitals and other institutions)
- Strategic, tactical and organizational implications for sales forces

Day 2: Sales force performance – Strategy

- Dynamic and individual customer segmentation
- Search for customer preference
- Creating high impact interactions with customers

Day 3: Sales force performance – Organization

- Adapt activities and strengthen skills required
- Define a flexible structure adapted to targeted customers
- Craft procedures to facilitate the cooperation between medical, marketing and sales departments
- Establish a culture of commitment and excellence

Day 4: Best-in-class Leaders & Managers

- Develop and share a vision and values
- Stimulate collaborators passion for their job
- Manage according to the "mutual benefits" principle
- Organize and monitor sales forces activities

Day 5: Specific development of collaborators

- Use methods and tools to improve customers insights
- Analyze performance and set priorities
- Support the crafting of pragmatic action plans
- Improve cross-functional collaboration

Target Audience

- **Marketing & Sales Managers**
- **Sales force Managers**
- **Commercial Managers**
- **Area Managers**

Sources: Smart Pharma Consulting

[1] Program proposed both in English and in French

We have specifically designed Masterclasses to offer in-depth trainings to pharma company executives on a specific topic

Training Programs – Intra-companies

Masterclass[1]: Principles

Concept

- Masterclasses offer participants the opportunity to focus on a specific subject and apply innovative concepts, useful methods and practical tools to real-life situations, to learn by doing
- Masterclasses are moderated by Jean-Michel Peny, who has been, for 28 years:
  - Teaching students at the best French Business Schools and Universities of Pharmacy and Medicine
  - Training executives from the pharma industry
- Each Masterclass is limited to a maximum of 12 participants and lasts from 1 to 4 days

Organization

- Pre-Masterclass session
  - Participants will receive a specific documentation including concepts, methods and tools
- Masterclass session (1 to 4 days)[2]
  - Part 1: Review of the concepts, methods and tools that will be used
  - Part 2: Lecture by and discussion with a "guest speaker" expert in the topic covered
  - Part 3: Implementation of the concepts, methods and tools through real-life case studies
  - Part 4: Co-development with participants of key learnings
- Post-Masterclass
  - Structuration of the key learnings of the Masterclass session to be sent to participants

Sources: Smart Pharma Consulting

[1] Programs proposed both in English and in French. –
[2] Time allocation: Part 1: 10% - Part 2: 5% - Part 3: 80% - Part 4: 5%

The “Market Analysis & Forecasting” masterclass has been designed for participants looking for robust and simple tools, and wishing to strengthen their analytical skills

Training Programs – Intra-companies

Masterclass[1]: Market Analysis & Forecasting

Day 1: Market Analysis

9:00	Introduction to the masterclass
9:10	Review and discussion of analytical concepts, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: “Review of the most advanced market analyses – Lessons from non-pharma markets“
11:45	*Break*
12:00	Case study #1: Market & brand dynamics evaluation: - Stakeholders’ behaviors analysis[2] - Key market drivers & barriers analysis - Sensitivity of brands to operational[3] investments - From data analysis to decision making
13:00	*Lunch*
14:00	Case study #1: cont.
16:00	*Break*
16:15	Presentation of the case study outputs, discussion and agreement on key learnings
17:45	End of day 1

Day 2: Forecasting

8:30	Introduction to the 2nd day
8:40	Review and discussion of sales forecasting concepts, methods and tools sent to participants as a pre-read
10:00	*Break*
10:15	Case study #2 part 1: Baseline & scenario building: - Historical trends evaluation - Determination of future events and of their impact
12:30	Lecture by and discussion with an expert: “What is the business value of sales forecasting?“
13:00	*Lunch*
14:00	Case study #2 part 2: Sales forecast modeling: - Patient-based forecasting - Lifecycle based forecasting (new, growing, mature)
16:00	*Break*
16:15	Presentation of the case study (parts 1 & 2) outputs, discussion and agreement on key learnings
16:45	Co-development with participants of key learnings
17:45	End of the masterclass

Sources: Smart Pharma Consulting

[1] Program proposed both in English and in French – [2] Health authorities, payers, physicians, pharmacists, patients, patient advocacy groups, competitors, etc. – [3] Medico-marketing and sales

The "Strategic Marketing Excellence" masterclass focuses on high-performance positioning and segmentation case studies calling on creativity and rigor

Training Programs – Intra-companies

Masterclass[1]: **Strategic Marketing Excellence**

Day 1

9:00	Introduction to the masterclass
9:10	Review and discussion of conventional and innovative strategic marketing concepts, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: "How to create a sustainably attractive brand? – Lessons from non-pharma industries"
11:45	*Break*
12:00	Case study #1: Development and implementation of a Brand Preference strategy for: - A secondary care brand (working group A) - A primary care brand (working group B)[2]
13:00	*Lunch*
14:00	Case study #1: cont.
16:00	*Break*
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of day 1

Day 2

9:00	Introduction to the 2nd day
9:10	Case study #2: Development and implementation of an optimized customer segmentation applied to: - Individual prescribers (working group C) - Individual hospital departments (working group D)[3]
11:10	*Break*
11:30	Presentation of the working groups C & D outputs, discussion and agreement on key learnings
13:00	*Lunch*
14:00	Case study #3: Development and implementation of an Individual Prescriber Plan for: - Individual prescribers (working group E) - Individual hospital departments (working group F)[3]
15:30	*Break*
15:45	Presentation of the working groups E & F outputs, discussion and agreement on key learnings
16:45	Co-development with participants of key learnings
17:45	End of the masterclass

Sources: Smart Pharma Consulting

[1] Program proposed both in English and in French – [2] According to the attendees, a non-Rx-bound could be chosen instead – [3] According to the attendees, individual retail pharmacists and/or purchasing groups could be studied as well

The ambition of this masterclass is to provide participants with a unique experience during which they will boost their BD&L[1] knowledge and thinking process

Training Programs – Intra-companies

Masterclass[2]: BD&L best practices

Day 1

9:00	Introduction (objectives, organization of the day, specific requests from participants)
9:15	Lecture / discussion #1: BD&L objective and basic principles
10:00	Exercise #1 in plenary session: Would BD&L deals make sense at your affiliate / region level? And why?
10:40	Break
11:00	Exercise #2 in working groups: Draw the list of relevant information to be collected to evaluate BD&L opportunities, the corresponding sources and their level of reliability
11:50	Debrief of the exercise #2 and key takeaways
13:00	Lunch
14:00	Lecture & discussion #2: Market, product and company data analyses: best practices
15:00	Case study #1: Opportunity assessment Rx-driven product – OTC product and/or Medical device
16:15	Break
16:30	Debrief of the case study #1 and key takeaways
17:30	Conclusions of the day
17:45	End of day 1

Day 2

9:00	Lecture & discussion #3: Method and Tools to select most attractive opportunities (charts, ID cards, valuation techniques)
9:40	Case study #2: Best candidate(s) selection
11:00	Break
11:15	Debrief of the case study #2 and key takeaways
12:15	Lecture & discussion #4: Definition of the best deal structure (e.g. in-licensing, JV, acquisition)
12:35	Case study #3 in plenary session: Which deal structure to favor according to the situation?
13:00	Lunch
14:00	Lecture & discussion #5: How to approach and negotiate a BD&L opportunity?
14:45	Case study #4: Approach & Negotiation
15:45	Break
16:00	Debrief of the case study #4 and key takeaways
16:45	Lecture & discussion #6: Alliance management best practices
17:15	Conclusions of the session
17:45	End of the masterclass

Sources: Smart Pharma Consulting

The "Tactical Marketing Excellence" masterclass proposes attendees to work on case studies dedicated to best practices re. the execution of marketing initiatives

Training Programs – Intra-companies

Masterclass[1]: **Tactical Marketing Excellence**

Day 1

9:00	Introduction to the masterclass
9:10	Review and discussion of conventional and innovative tactical marketing concepts, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: "What is the real value of digital marketing initiatives? – Lessons from best-in-class pharma companies"
11:45	*Break*
12:00	Case study #1: Development and implementation of conventional and digital multichannel initiatives to: - Individual prescribers (working group A) - Individual hospital departments (working group B)[2]
13:00	*Lunch*
14:00	Case study #1: cont.
16:00	*Break*
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of day 1

Day 2

9:00	Introduction to the 2nd day
9:10	Case study #2: Marketing sensitivity to investment and resource allocation optimization at: - Individual prescribers (working group C) - Individual hospital departments (working group D)[2]
11:10	*Break*
11:30	Presentation of the working groups C & D outputs, discussion and agreement on key learnings
13:00	*Lunch*
14:00	Case study #3: Development and implementation of action plans and monitoring tools (KEIs[3] & KPIs[4]) for: - Individual prescribers (working group E) - Individual hospital departments (working group F)[2]
15:30	*Break*
15:45	Presentation of the working groups E & F outputs, discussion and agreement on key learnings
16:45	Co-development with participants of key learnings
17:45	End of the masterclass

Sources: Smart Pharma Consulting

[1] Program proposed both in English and in French – [2] According to the attendees, individual retail pharmacists and/or purchasing groups could be studied as well – [3] Key execution indicators to measure the quality of execution – [4] Key performance indicators to measure the impact of the tactics (medico-marketing and sales activities)

This masterclass helps med reps better understand how they must build and then use action plans to improve the efficiency and efficacy of their daily activities

Training Programs – Intra-companies

Masterclass[1]: **Action Plans for Med Reps**

Day 1

9:00	Introduction to the masterclass
9:10	Review and discussion of activity planning objective, concepts, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: "How to build useful action plans benefiting primarily to the med reps?"
11:45	*Break*
12:00	Case study #1: Analysis of the situation at territory level – External & Internal analysis: - Primary care brand (group A) - Secondary care brand (group B)
13:00	*Lunch*
14:00	Case study #1: cont.
16:00	*Break*
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of day 1

Day 2

9:00	Introduction to the 2nd day
9:10	Case study #2: Objective setting and strategy crafting: - Primary care brand (group A) - Secondary care brand (group B)
11:10	*Break*
11:30	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
13:00	*Lunch*
14:00	Case study #3: Development of specific actions to support the territory strategy previously set and selection of activity and performance indicators: - Primary care brand (group A) - Secondary care brand (group B)
15:30	*Break*
15:45	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
16:45	Co-development with participants of key learnings
17:45	End of the masterclass

Sources: Smart Pharma Consulting

[1] Program proposed both in English and in French

This one-day program will help participants define relevant KPIs (key performance indicators) and KEIs (key execution indicators) for a better efficacy and efficiency

Training Programs – Intra-companies

Masterclass[1]: **KPIs & KEIs**

Content & Organization

- The program will include basic definitions, recommendations, key tools, practical exercises and case studies relative to the pharmaceutical industry
- The program content will be customized according to the specific needs of the clients
- The program duration will be of one day, one day and a half or two days, according to the client needs and desire

Target Audience

- Any collaborators from pharmaceutical companies, whatever their level of responsibility and seniority
- Participants can be part of the medical, marketing, commercial, market research, strategic,… departments

Example of a One-Day Program

9:00	Introduction to the program
9:10	Review definitions and basic principles related to KPIs and KEIs, in general and in the context of the pharma business
10:40	*Break*
11:00	Exercises: Indicators selection – Data collection – Data analysis – Dashboard design – Action taking
12:30	*Lunch*
13:30	Case study #1: Practical implementation
15:00	*Break*
15:20	Case study #2: Practical implementation
16:50	Conclusion and key takeaways
17:30	End of the program

Sources: Smart Pharma Consulting

[1] Program proposed both in English and in French

We propose four-day sessions to familiarize participants (med reps and/or their manager) with the four pillars supporting the ELITE Program[1]

Training Programs – Intra-companies

Masterclass[2]: ELITE Program for Med Reps (1/2)

Day 1 – Pillar #1: Prescriber Insight

9:00	Introduction to the session
9:10	Review and discussion of the concept, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: "Customer Insight – Lessons from FMCG[3] companies"
11:45	*Break*
12:00	Case study: Application of the "Seeker Portrait" Model developed by Smart Pharma Consulting to: - Individual prescribers (group A) - Individual hospital departments (group B)
13:00	*Lunch*
14:00	Case study: cont.
16:00	*Break*
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of day 1

Day 2 – Pillar #2: Brand Preference Tactic

9:00	Introduction to the session
9:10	Review and discussion of the concept, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: "How do non-pharma companies proceed to strengthen customer preference to their brands?"
11:45	*Break*
12:00	Case study: Application of the "Brand Preference Mix" approach by med reps at: - Individual prescriber level (group A) - Individual hospital department level (group B)
13:00	*Lunch*
14:00	Case study: cont.
16:00	*Break*
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of day 2

Sources: Smart Pharma Consulting

[1] See our position papers: "Best-in-Class Medical Reps… apply the ELITE Program"– [2] Program proposed both in English and in French – [3] Fast Moving Consumer Goods

We propose four-day sessions to familiarize participants (med reps and/or their manager) with the four pillars supporting the ELITE Program[1]

Training Programs – Intra-companies

Masterclass[2]: ELITE Program for Med Reps (2/2)

Day 3 – Pillar #3: High Impact Interactions

9:00	Introduction to the session
9:10	Review and discussion of the concept, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: "How to create unique touchpoints with customers? – Lessons from FMCG[3] companies"
11:45	*Break*
12:00	Case study: Application of the "H2I"[4] Program developed by Smart Pharma Consulting to: - Individual prescribers (group A) - Individual hospital departments (group B)
13:00	*Lunch*
14:00	Case study: cont.
16:00	*Break*
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of day 3

Day 4 – Pillar #4: Job Passion

9:00	Introduction to the session
9:10	Review and discussion of the concept, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: "How to boost your passion for your work? – A practical approach"
11:45	*Break*
12:00	Case study: Identification of the drivers likely to stimulate the passion of med reps for their job: - Job-related drivers (group A) - Company-related drivers (group B)
13:00	*Lunch*
14:00	Case study: cont.
16:00	*Break*
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of the masterclass

Sources: Smart Pharma Consulting

[1] See our position papers: "Best-in-Class Medical Reps… apply the ELITE Program"– [2] Program proposed both in English and in French – [3] Fast Moving Consumer Goods – [4] High Impact Interactions (see our position paper: https://smart-pharma.com/wp-content/uploads/2019/07/Create-impactful-interactions-with-prescribers-Web.pdf

This program specially designed for medical reps will help them find solutions to secure access to physicians and boost their preference for the brands they promote

Training Programs – Intra-companies

Masterclass[1]: From Promotional- to Service-led Medical Calls

Content & Organization

- The program will include basic definitions, recommendations, key tools, practical exercises and case studies related to the pharmaceutical industry
- The program content will be customized according to the specific needs of the client
- The program duration will be of one day, one day and a half or two days, according to the client needs and desire

Target Audience

- Medical reps and their managers
- Area Managers
- Sales Force Managers

Example of a One-Day Program

9:00	Introduction to the program
9:10	Definitions, concepts, methods, tools related to Service-led Medical Calls
10:40	*Break*
11:00	Case study #1: Defining the medical calls likely to create a unique and memorable positive experience for physicians
12:30	*Lunch*
13:30	Case study #2: Preparing service-led medical calls
15:00	*Break*
15:20	Case study #3: Executing and following-up service-led medical calls
16:50	Conclusion and key takeaways
17:30	End of the program

Sources: Smart Pharma Consulting

[1] Program proposed both in English and in French

This masterclass provides a method and tools to help MSLs increase their efficacy and efficiency, especially when interacting with KOLs

Training Programs – Intra-companies

Masterclass[1]: **Best-in-Class MSLs**

Day 1

9:00	Introduction
9:15	Reminder of MSLs role & responsibilities taking into account the national regulatory framework
10:00	Presentation: MSLs issues & challenges
10:30	Presentation: Recruitment and Management of KOLs
11:15	*Break*
11:30	Workshop #1: “KOLs mapping”
12:30	*Lunch*
13:30	Workshop #2: “KOLs relationship management”
14:30	Workshop #3: “Creation of high impact interactions”
15:30	*Break*
15:45	Workshop #4: “Contribution of the MSL to the enhancement of pharma company’s reputation”
16:45	Plenary discussion: “How to improve collaboration with medical reps and KAMs?”
17:30	Conclusion
18:00	End of day 1

Day 2

9:00	Introduction
9:15	Presentation: MSLs’ strategic & operational plans (best practices – models)
10:00	Presentation: Changes in the healthcare system and in the pharma market by 2020
10:45	Workshop #5: “Analysis of the regional environment” (ARS, KOLs, hospital services, healthcare networks)
11:30	*Break*
11:45	Workshop #6: “Analysis of the regional activities of MSLs” (partnerships, projects, quality of interactions with KOLs)
12:15	Presentation & practical exercises “SWOT analysis in the scope of MSLs”
13:00	*Lunch*
14:00	Workshop #7: “Objectives setting, definition of a strategy and of operational activities monitoring”
16:00	*Break*
16:15	Conclusion
17:00	End of the masterclass

Sources: Smart Pharma Consulting

[1] Program proposed both in English or in French

The Physician Experience Program will provide participants with ready-to-implement solutions for in-field and back-office collaborators of pharma companies

Training Programs – Intra-companies

Masterclass[1]: Implementing a Physician Experience Program

Content & Organization

- The program will include basic definitions, recommendations, key tools, practical exercises and case studies related to the pharmaceutical industry
- The program content will be customized according to the specific needs of the client
- The program duration will be of one day, one day and a half or two days, according to the client needs and desire

Target Audience

- Any collaborators from pharmaceutical companies, whatever their level of responsibility and seniority
- Participants can be part of the medical, marketing, commercial, market research, strategic,… departments

Example of a One-Day Program

9:00	Introduction to the program
9:10	Definitions, concepts, methods, tools related to Experience
10:40	*Break*
11:00	Exercises: Defining a shared vision & ambition – Crafting a strategy – Mapping physician journeys and selecting the most relevant
12:30	*Lunch*
13:30	Case study #1: Rethinking medical calls experiences
15:00	*Break*
15:20	Case study #2: Rethinking medical meetings
16:50	Conclusion and key takeaways
17:30	End of the program

Sources: Smart Pharma Consulting

[1] Program proposed both in English and in French

This masterclass provides Good Managers with tips to become Smart Managers and thus boost their performance and the performance of their collaborators

Training Programs – Intra-companies

Masterclass[1]: **Smart vs. Good Managers**

Day 1		Day 2	
9:00	Introduction to the masterclass	9:00	Introduction to the 2nd day
9:10	Review of and discussion about the seven tips to be mastered to become a Smart Manager (pre-read sent to participants)	9:10	Workshop #4: Use of the Smart Index (cont.)
10:30	Lecture by and discussion with an expert: "Managers vs. Leaders"	10:45	*Break*
11:45	*Break*	11:00	Workshop #5: Dynamic management of collaborators
12:00	Workshop #1: Purpose – Mission – Values – Vision	13:00	*Lunch*
13:00	*Lunch*	14:00	Workshop #6: Stimulation of job passion
14:00	Workshop #2: Strategy crafting	15:30	*Break*
15:00	Workshop #3: Management by mutual benefits	15:45	Workshop #7: Management model selection
16:30	*Break*	17:15	Conclusion of the masterclass
16:45	Workshop #4: Use of the Smart Index	18:00	End of the masterclass
18:15	End of day 1		

Sources: Smart Pharma Consulting

[1] Program proposed both in English and in French

This program helps participants significantly improve their time management through the application of simple and effective good practices

Training Programs – Intra-companies

Masterclass[1]: **Time Management**

Day 1

9:00	Introduction to the masterclass
9:10	Review of and discussion about the 8 tips to better manage time at work (pre-read sent to participants)
10:30	"Why is your time at work so precious?"
11:45	*Break*
12:00	Workshop #1: How well do you manage your time? – Express Self-diagnosis
13:00	*Lunch*
14:00	Workshop #2: Situation analysis: Time wasters identification
15:30	*Break*
16:00	Workshop #3: Management of time wasters
17:30	End of day 1

Day 2

9:00	Introduction to the 2^{nd} day
9:10	Workshop #3: Management of time wasters (cont.)
10:45	*Break*
11:00	Workshop #4: Planning and implementation
12:00	Workshop #5: Tracking & sharing outcomes
13:00	*Lunch*
14:00	Case study #1: "Manager Time"
15:30	*Break*
15:45	Case study #2: "Pharma Time"
17:15	Conclusion of the masterclass
17:30	End of the masterclass

Sources: Smart Pharma Consulting

[1] Business Development and Licensing – [2] Program proposed both in English and in French

This program helps participants significantly improve their project management through the application of simple and effective good practices

Training Programs – Intra-companies

Masterclass[1]: Project management

Content & Organization

- The program will include basic principles, key tools, practical exercises and case studies relative to the pharmaceutical industry
- The program content will be customized according to the specific needs of the clients
- The program duration will be of one day, one day and a half or two days, according to the clients needs and desire

Target Audience

- Any collaborators from pharmaceutical companies having the responsibility to manage projects that are more or less complex
- Participants can be part of the medical, marketing, commercial, market research, strategic,… departments

Example of a One-Day Program

9:00	Introduction to the program
9:10	Review of the basic principles and key tools to properly manage projects
10:40	*Break*
11:00	Exercises: Familiarization with the key tools
12:30	*Lunch*
13:30	Case study #1: Application to a simple project
15:00	*Break*
15:20	Case study #2: Application to a moderately complex project
16:50	Conclusion and key takeaways
17:30	End of the program

Sources: Smart Pharma Consulting

[1] Program proposed both in English and in French

This program will help participants get familiar with the basic principles and methods to tell stories to connect with and influence audiences

Training Programs – Intra-companies

Masterclass[1]: **Storytelling in Business**

Content & Organization

- The program will include basic definitions, recommendations, key tools, practical exercises and case studies related to the pharmaceutical industry
- The program content will be customized according to the specific needs of the client
- The program duration will be of one day, one day and a half or two days, according to the client needs and desire

Target Audience

- Any collaborators from pharmaceutical companies, whatever their level of responsibility and seniority
- Participants can be part of the medical, marketing, commercial, market research, strategic,… departments

Example of a One-Day Program

9:00	Introduction to the program
9:10	Review definitions and basic principles related to storytelling, in general and in the context of the pharma business
10:40	*Break*
11:00	Exercises: Know your audience – Define the right message – Be authentic – Keep it simple & visual – Involve the audience
12:30	*Lunch*
13:30	Case study #1: Practical implementation
15:00	*Break*
15:20	Case study #2: Practical implementation
16:50	Conclusion and key takeaways
17:30	End of the program

Sources: Smart Pharma Consulting

[1] Program proposed both in English and in French

Smart Pharma
CONSULTING

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

The Collection 2021

- The "Collection 2021" which includes Smart Pharma Consulting best position papers, is published on its 20th anniversary
- This e-book proposes effective and practical solutions to help pharma companies improve their performance
- Its content has been released in six parts in 2021:

1. Market Insights
2. Strategy & Market Access
3. Medical Affairs & Marketing
4. Sales Force Effectiveness
5. Management
6. Training Programs

Parts 5 & 6
Management & Training Programs

- These 5th & 6th parts of Smart Pharma Consulting's best position papers, covers the following topics:
  - Be a Smart Manager
  - Excellence in Execution
  - KPIs & KEIs for Success
  - Time Management Programs
  - Project Management
  - Storytelling in Business
  - Pharma training Programs (catalogue 2022)

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

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