

Management & Leadership

MANAGEMENT SERIES

*From **Theories** to **Implementation***

*“When the best leader’s work is done,
the people say, we did it ourselves” Lao Tzu*

November 2025

The purpose of this position paper is to capitalize on the outcomes of the main theories to help employees reinforce their management and leadership skills through practical guidelines

Introduction

- Not all leaders have good management skills, and not all managers are able to lead effectively their collaborators
- Smart Pharma Consulting proposes to review the main management and leadership theories and draw easy-to-implement recommendations to help companies' employees develop their competencies

	<i>Management</i>	<i>Leadership</i>
<i>Mission</i>	Achieve the company's strategic objective <i>"Do things right"</i>	Set the company's strategic objective <i>"Do the right things"</i>
<i>Time horizon</i>	▪ Short- to medium-term	▪ Strategic, long-term
<i>Focus</i>	▪ Planning, organizing, communicating, delegating, monitoring, problem-solving	▪ Visionary, inspiring, creativity, charisma, empathy, adaptability
<i>Action base</i>	▪ Formal position and hierarchy ▪ Control and/or overview of employees¹	▪ Influence, trust and personal charisma ▪ Challenges and empowers employees

"Managers are appointed while Leaders are recognized"

If classical management approaches give us the structure and science of management, focusing on coordination and efficiency; they treat people as predictable resources

Key Management Theories: Classical approaches

- Classical management theories emerged in the early 1900s, during the Industrial Revolution era, to answer a need for organizational structure and process standardization
- They assume that workers are mostly motivated by the **economic reward** and implement **machine-like organizations**

	Approach	Pros	Cons
Scientific theory (F. W. Taylor)	- Measure, analyze and optimize tasks - Standardize workflows	+ Increased productivity + Standardized and systematic approach, adaptable to different organization sizes + Clear roles and responsibilities	– Overly mechanical – Ignores human motivation and needs – Too rigid for some individuals – Limit creativity and initiatives
Administrative theory (H. Fayol)	5 basic functions¹ 14 principles²	+ Meritocratic & fair structure + Less favoritism & nepotism	– Rigid vs. market evolutions – Discourage innovation
Bureaucratic theory (M. Weber)	Emphasize rules, hierarchy and authority		

“Classical approaches were born with factory assembly lines and urban misery”

Sources : “The Principles of Scientific Management”, Taylor (1911) – “Administration Industrielle Et Generale”, Fayol (1917) – “The Concept of Bureaucracy”, Weber (1921) – Smart Pharma Consulting analyses

¹ Plan, organize, command, coordinate, control – ² Division of work, authority, discipline, unity of command, unity of direction, subordination of individual interests to the general interest, remuneration, centralization, scalar chain (clear hierarchy), order, equity, stability of tenure of personnel, initiative, esprit de corps

Behavioral management approaches focus on understanding the human aspect of work, and rely on individuals' expected needs and observed behaviors to get high levels of performance

Key Management Theories: Behavioral approaches

- The **Great Depression** and its social consequences amplified how workers were **not motivated only by money or discipline**
- The rise of **social sciences** and specifically M. P. Follett¹ essays and the Hawthorne Studies (E. Mayo) showed that **recognition** and the **sense of belonging** were essential components of people's productivity

	Approach	Pros	Cons
Human relations theory ² (E. Mayo)	- Emphasizing people motivation and... ... group dynamics	+ Recognition of human needs + Valuation of group dynamics	– May overlook structural or economic factors
X and Y theories (D. McGregor)	- Management type based on assumptions: – Theory X: employees need supervision – Theory Y: employees need responsibility	+ Assessment of leadership style + Adaptation to employees' skills, maturity and needs + Adaptable to various types of industries³	– Oversimplification of behaviors (stereotypes) – If the “wrong theory” is chosen, risk of demotivating or hurting employees
Hierarchy of needs (A. Maslow)	Motivation based on unfulfilled needs	+ Comprehensive and personalized view of each employee's motivations	– Difficult to apply precisely to everyone in the workplace

“Behavioral approaches consider workers as social and emotional beings”

Sources : “The Human Problems of an Industrial Civilization, Mayo (1933)
– “The Human Side of Enterprise”, McGregor (1960) – “A Theory of Human Motivation”, Maslow (1943) – Smart Pharma Consulting analyses

¹ She recognized that organizations could be viewed from individual and group behavior and that they should be based on a group ethic rather than on individualism – ² Based on the Hawthorne studies – ³ Theory X is more adapted for industries with strict regulations or high risk of danger, such as the legal sector or the army, whereas theory Y is adapted to industries requiring creativity and innovation, such as advertising or design

Contemporary approaches consider the influence of the external environment, outside the organization, on management, unlike the early approaches

Key Management Theories: Contemporary approaches

- These approaches view organizations as a dynamic entity interacting with and continuously influenced by its environment¹
- Contrary to earlier “closed” models that saw organizations as self-contained and mechanistic (like machines), open systems emphasize adaptation, feedback and interdependence

	Approach	Pros	Cons
Open system theory (L. von Bertalanffy, D. Katz & R. L. Kahn)	- Organization are open and interdependent - Adaptation / interaction w/ external environment	+ Holistic understanding + Adaptability and innovation + Improved decision-making + Integration across functions	– Complex to implement – Inadequate for large, complex organizations with cross-functional units
Contingent theory (F. E. Fiedler ²)	- Systemic diagnosis - No “one best way” - Adaptative management - Fit between internal³ and external factors	+ Realistic and practical + Favor flexibility + Integrative framework + Encourage external awareness	– Complex to apply – Lack of clear guidelines – Difficult to assess each factor – Risk of inconsistency

“Contemporary approaches introduced flexibility and context-adaptability to management⁴”

Sources : “The General System Theory”, von Bertalanffy (1950) – “The Social Psychology of Organizations”, Katz and Kahn (1966) – “Organizations: Rational, Natural, and Open Systems”, Scott (1981) – “A Contingency Model of Leadership Effectiveness”, Fiedler (1967) – Smart Pharma Consulting analyses

¹ Determined by political, economic, social, technological, environmental and legal factors – ² Other contingent theories exist, with varying focus (e.g., Path-Goal Theory, Multiple-Linkage Model, Cognitive Resources Theory) – ³ Strategy, capabilities and structure – ⁴ Amongst other contemporary approaches, one can mention the “Complexity Theory” which views organizations as complex adaptative systems and the “Socio-Technical Systems Theory” arguing technical (machines, workflows) and social (people, teams) systems must be jointly optimized

Management theories have evolved, from task and process approaches, followed by people and social needs approaches, to lead to more global approaches, integrating external factors

Management theories in a nutshell

Classical *Structure & Sciences*

- Organizations seen as machines,
- ... and workers as **components** to be **used** and **optimized**
- Emphasized **hierarchy** and clear **division of labor**
- Introduced principles still used: **planning, commanding, controlling**
- Largely **ignores human and social factors**

Standardization of tasks to maximize efficiency, and setting of rules, hierarchy and clear authority

Behavioral *Motivation & Recognition*

- Highlights the importance of **motivation** and **social interactions** in the workplace
- Identifies **factors driving** and **hindering** people **motivation**
- **Management style** (control vs. autonomy) to be **adapted to**:
 - **Employees' profile**
 - **Industries**

People's attitudes, relationships and social needs strongly influence productivity

Contemporary *External environment influence*

- Unlike in the early management theories...
- ... **external environment**, outside the organization, is **considered**
- Organizations are **influenced by** and **interacting with** their **environment**¹
- **Managers** need to **adapt to** the **changing environment**

Organizations are viewed as an interrelated system adapting to the environment

Leadership is reflected in behavior, not simply by traits, and the best results are obtained by combining high concerns for results and for people, by creating relationships of trust and respect

Key Leadership Theories: Trait & Behavioral approaches

- Trait approach, based on the “Great Man Theory” coined by T. Carlyle, suggests that leaders are born and not made, and that they have specific common qualities such as innate traits, charisma and abilities that naturally predispose them to lead
- The Behavioral approach assumes that leadership can be learned and developed through training, observation and practice

	Approach	Pros	Cons
Trait theory (Various authors)	▪ Leaders have innated personal characteristics¹ that distinguish them from others	+ Simplicity and intuitiveness + Empirical foundations + Useful for recruitment, assessment and training	– Weak link between personal traits and leaders’ success – Ignores situational and learned aspects of leadership
Behavioral theories (Iowa, Ohio State & Michigan Univ.) (R. R. Blake & J. S. Mouton)	▪ Effective leadership is based on behaviors and... ▪ ... can be learned ▪ Task- vs. relationship-oriented behavior²	+ Practical and action-oriented + Learnable and trainable + Balance tasks and relationships + Research-based	– Ignores context and individual differences (oversimplification) – No single “best” style – Inconsistent findings – Limited explanation of impact

“Effective leadership depends more on what leaders do than who they are”

Sources: “Handbook of Leadership”, R.M. Stogdill (1974) – “Leadership: Do Traits Really Matter?”, S.A. Kirkpatrick et al. (1991) – “The Managerial Grid: The Key to Leadership”, R. R. Blake & J. S. Mouton (1964, 1985) – “The leadership Dilemma – Grid Solution”, R. R. Blake & A. Adams McCanse (1991) – Smart Pharma Consulting analyses

¹ Such as: drive, desire to lead, honesty & integrity, self-confidence, intelligence, job-relevant knowledge, extraversion, proneness to guilt, cheerfulness, optimism – ² Focus on structure, goals, productivity

Contingency / Situational approaches of leadership attempt to identify the contextual factors determining when one style will be more effective than another

Key Leadership Theories: Contingency / Situational approaches (1/2)

- The contingency / situational approaches focus on the leader's style, the followers' nature and the situation characteristics
- The challenge for managers is to adapt their style to employees who differ widely amongst them and over time

	Approach	Pros	Cons
Contingency theory (F. Fiedler)	▪ Effectiveness depends on the match between a leader's style and the favorableness of the situation	+ Realistic approach + Empirical foundation + Diagnostic tool with practical applications¹	- Assumes fixed leadership style - Complex to apply - Overemphasis on Leader-Situation fit
Situational theory (P. Hersey & K. Blanchard)	▪ Leader's style (directing, coaching, supporting or delegating) based on followers' readiness and competence	+ Adapted to each team + Improved personal development for each employee	- Complex assessment of employees' readiness - Difficult to change style and follow employees' evolutions

- F. Fiedler has developed additional theories: the "Cognitive Resources Theory" (1987) considering that leadership effectiveness depends on the leader's intelligence and experience, moderated by stress and leader behavior, and the "Multi-Linkage Model" for which leadership impacts performance through multiple factors (i.e., effort of group members, quality of task performance, support from peers and organization, resources)

If Contingency / Situational approaches have shown to be complex to implement, it is because they better grasp the complexity of the real world

Key Leadership Theories: Contingency / Situational approaches (2/2)

- Leadership effectiveness depends on leader behavior, subordinate and task characteristics
- The “Path-Goal” and “Leader-Participation” theories provide a decision-making framework to help leaders choose the most appropriate style, based on situational factors

	Approach	Pros	Cons
Path-Goal theory (R. J. House)	Enhance subordinate performance and satisfaction by clarifying the path to goals and removing obstacles	+ Motivation-focused + Style¹ adjusted to task demand and followers’ needs + Encourage employee development	– Complex to apply – Overemphasis on motivation – Assumes leader flexibility – Limited empirical validation
Leader-Participation theory (V. H. Vroom, P. W. Yetton, A. G. Jago)	Leadership effectiveness depends on decision-making style² and subordinate participation considering contingency variables	+ Practical decision-making tool + Flexible and situational + Favor employee involvement + Based on empirical research	– Too complex in real life – Time-consuming – Focus only on decision-making – Limited behavioral guidance

“Contingency / Situational theories introduce flexibility and context-adaptability to leadership”

Sources: “A Path-Goal Theory of Leadership Effectiveness”, House (1971) – “Leadership and Decision making”, Vroom & Yetton (1973) – “The New Leadership: Managing Participation in Organizations, Vroom & Jago (1988) – Smart Pharma Consulting analyses

¹ House has identified 4 styles: Directive, Supportive, Achievement-oriented and Participative – ² Vroom and co-authors propose 5 decision-making styles from highly autocratic (leader decides alone) to highly democratic (leader delegates to the group)

Individualized approaches emphasize relational and ethical dimensions of leadership, alignment with core values and transparency, and prioritizing the growth and well-being of followers

Key Leadership Theories: Individualized approaches (1/2)

	Approach	Pros	Cons
Leader-Member Exchange theory (LMX) (L. Dansereau & G. B. Graen)	- Focus on relationship between the leader and team members - Leaders develop different quality exchanges according to followers¹	+ Individualized relationship + Treats members based on capabilities and potential + Increases satisfaction, commitment and performance of in-group members	– Risk of favoritism and inequality (in-group vs. out-group) – Out-group members may feel neglected or demotivated – Requires high emotional intelligence and awareness
Authentic leadership (B. George, B. J. Avolio, W. L. Gardner)	- Leaders are self-aware, transparent, ethical and consistent in values - They emphasize trust, honesty and relationship	+ Builds trust and credibility + Encourages integrity and high ethical standards + Can inspire engagement through role modeling	– Unclear leadership position – Risk of being seen as “weak” when decision-making is necessary
Servant leadership (R. K. Greenleaf)	Priority given to serving team members Focus on the growth and well-being of employees	+ Builds trust and motivation + Sense of fairness & belonging + Increased retention + High team satisfaction	– Slow decision-making due to excessive focus on consensus – Risk of being seen as “weak” – Difficult to implement in large, multi-site companies

Sources: “Relationship-Based Approach to Leadership [...]”, Dansereau et al. (1995) – “Authentic leadership”, George (2003) – “The Servant as a Leader”, Greenleaf (1970) – Smart Pharma Consulting analyses

¹ Followers are divided into “in-group” members having high-quality exchanges with the leader and “out-group” members with whom there is a lower-quality of exchange. High-quality exchanges are characterized by trust, respect, and mutual obligation. If the leader makes the choice, the followers’ characteristics drive the decision

Amongst the “Individualized approaches”, the Full-Range Leadership Theory (FRLT) describes three broad behaviors that leaders can adopt, depending on the context and needs of followers

Key Leadership Theories: Individualized approaches (2/2)

- The Full-Range Leadership Theory considers that effective leaders can use the entire spectrum of leadership behaviors, from transformational leadership (also called charismatic) to non-leadership (let it happen) through transactional leadership

	Approach	Pros	Cons
Transformational leadership (J. V. Downton & B. M. Bass)	▪ Inspiring leadership ▪ Aim at exceeding expectations ▪ Based on the four “I”s¹	+ Encourages innovation + Builds trust and motivation + Fosters organizational change + The most effective approach	– Dependent on leader charisma – Risk of burn-out, strong pressure on the leader – Dependent on a single person
Transactional leadership (B. M. Bass & B. J. Avolio)	▪ Clear goals set / rewards for achievement ▪ Management by exception²	+ Provides clarity and structure + Encourages accountability through measurable outcomes + Moderately effective approach	– Limited innovation – Motivation based on rewards – Not effective for complex or adaptative challenges
“Let it happen” leadership ³ (B. M. Bass & B. J. Avolio)	▪ “Hands off” attitude based on trust ▪ Limited guidance or feedback	+ Can empower highly skilled, self-motivated teams + Encourages autonomy and innovation	– Often leads to confusion – Unclear responsibilities, delayed decision-making – The least effective approach

“Transformational leadership consistently yields the strongest performance outcomes”

Sources: Essays on leadership by Downton (1973), Bass (1985, 1990, 1991) and Avolio (1990, 1991) – Smart Pharma Consulting analyses

¹ Idealized influence (role model with high ethical standards and commitment), Inspirational motivation (communicating an inspiring vision and fostering enthusiasm), Intellectual stimulation (encouraging innovation, challenging, creative problem-solving), Individualized consideration (paying attention to followers’ needs for growth)
– ² Active: monitors performance and corrects deviations proactively, Passive: waits for problems to occur before intervening – ³ That is, absence of leadership

Each type of leadership theory remains partially applicable today,
providing key resources and ways of thinking that can be adapted to each organization

Leadership theories in a nutshell

Trait <i>Clarity & Process</i>	Behavioral <i>Motivation & Well-being</i>	Contingency / Situational <i>Adaptability</i>	Individualized <i>Purpose</i>
✓ Identify certain attributes likely linked to effective leadership¹ ✓ Underscores the lasting power of natural presence and vision ✓ These traits do not guarantee success... ✓ ... knowing that context and situational demands determine their impact	✓ Develop emotional intelligence ✓ Encourage well-being at the workplace ✓ Promote shared decision-making ✓ Leverage data on people (preferred leadership, motivations) ✓ Develop a “coaching” leadership	✓ Implement an adaptable, agile leadership ✓ Encourage decentralized leadership to adapt to different teams ✓ Collect behavioral data to identify teams’ needs ✓ Improve personal development at work	✓ Lead and motivate with a shared purpose ✓ Inspire and connect with employees ✓ Encourage transparency ✓ Lead a diverse and inclusive organization ✓ Integrate sustainability and ethics
<i>Trait theory is imperfect, but represents a starting step to improve leaders’ effectiveness</i>	<i>Modern tools allow us to analyze data to personalize work conditions</i>	<i>Adapting one’s leadership to their team, the tasks and the environment is essential</i>	<i>Leading people today means connecting with and inspiring them</i>

Sources: “Human Resources Management” articles on business.com,
Peek (2025) – Smart Pharma Consulting analyses

¹ Such as: creativity, adaptability, decisiveness, emotional stability, self-confidence, intelligence, trustworthiness

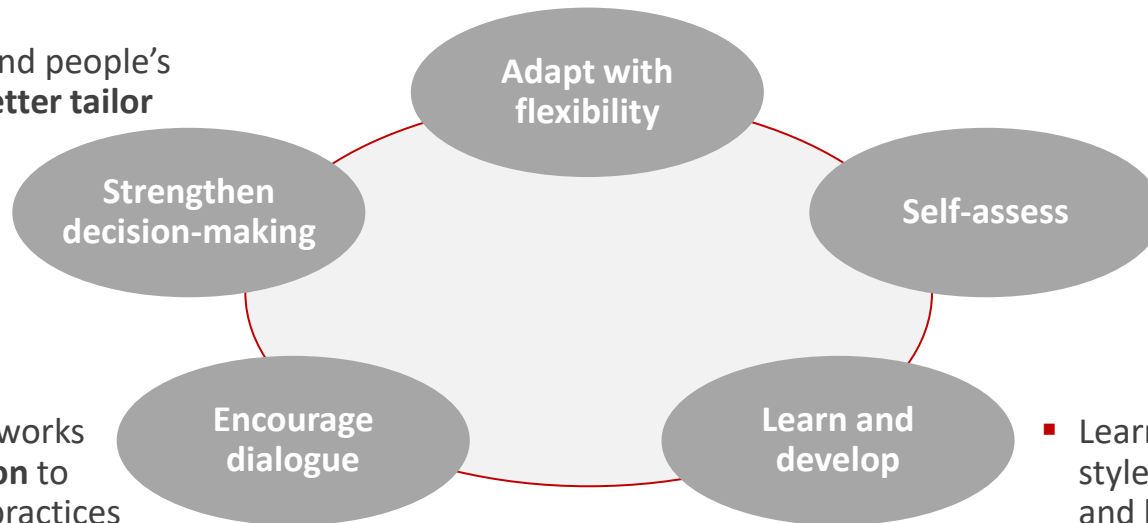
Management and leadership theories act as a toolbox that helps managers decide, adapt, learn, self-reflect, and lead teams more effectively

Value of Management & Leadership theories in practice

- The knowledge of management and leadership theories, as well as an understanding of their origins, can help managers **become more adaptable** and capable of **understanding employees' needs**
- Despite **new challenges** and market **evolutions** (e.g., AI, hybrid work), the **core aspects of the theories** remain **similar**

- Knowing different approaches allow to **adapt to various teams, generations and cultures**

- Theories help understand people's needs and drivers to **better tailor** management and leadership **strategies**



- Theories provide frameworks to **examine and assess one's behavior**

- Theoretical frameworks **facilitate discussion** to learn from other practices

- Learning from other unfamiliar styles enables to **expand ability** and **break away from habits**

Management and leadership theories show there is no universal theory and that it is necessary to combine them according to the specific situation of the organization, team dynamics and goals

Management & Leadership enhancement – Key principles

Basic skills set

Management skills

- Planning
- Organizing
- Communicating
- Delegating
- Monitoring
- Problem-solving

Leadership skills

- Visionary
- Inspiring
- Creativity
- Charisma
- Empathy
- Adaptability

Key issues to address

- What skills should the Manager enhance?
- How to do it?
- How to monitor & measure the Manager's progress?

Recommended behaviors and activities

Manager adaptive behaviors and activities according to:

- Environmental factors
(market – company)
- Each collaborator's
needs / expectations

Management &
Leadership skills

Individualized Team
Management

Key expected Outcomes

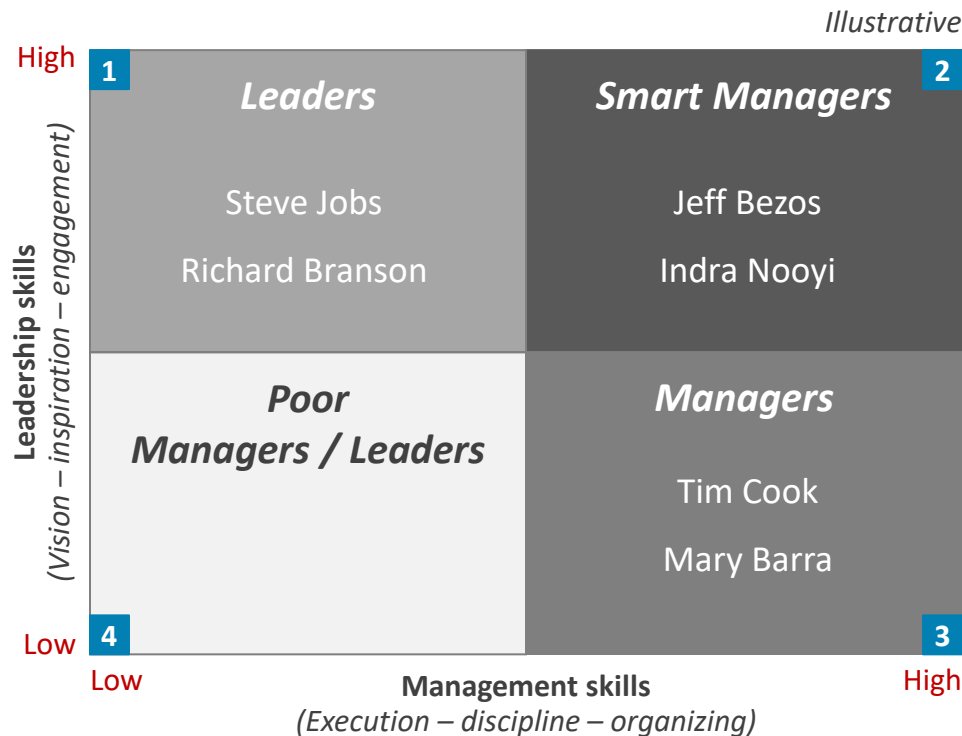
- Manager & team performance objective achievement
- Collaborators' personal fulfillment and engagement

Key issues to address

- Which behavioral aspects and activities should the Manager adjust?
- How to do it?
- How to monitor & measure the Manager's progress?

People managing, at any company's level, should strive to become a *Smarter Manager* with a vision, able to engage its collaborators and meet performance objectives, in an efficient way

The Manager / Leader matrix



- 1** Steve Jobs (Apple) or Richard Branson (Virgin) are recognized, among many others, as excellent leaders who inspire, engage collaborators and drive transformation through vision and charisma, but not by day-to-day management
- 2** Other CEOs, like Jeff Bezos (Amazon) or Indra Nooyi (PepsiCo), are what we call “Smart Managers”, as they combine visionary inspiration with executional excellence — balancing strategy, culture, and operations
- 3** A 3rd category of most well-known CEOs are particularly famous for their operational excellence, ensuring their company is run efficiently and delivers the expected results, such as Tim Cook (Apple) or Mary Barra (General Motors)

“Management is about control and problem solving, leadership is about vision and change” – John Kotter

To become a Smarter Manager, we propose a straightforward and practical process designed in four steps

How to become a Smarter Manager – Principles (1/5)



The Management & Leadership Audit helps to create a shared vision of the situation between managers and their teams, which can then be used to improve performance and motivation

How to become a Smarter Manager – Principles (2/5)



- Evaluate the perception of subordinates, re. the skills, behaviors and activities of their superior, either senior, middle or frontline managers
- To do so, we recommend to interview, individually, managers and their teams to:
 - Select the key Management & Leadership skills, behaviors & activities required to boost:
 - Company's performance
 - Collaborators' motivation and engagement
 - Evaluate to which extent these skills are mastered, and if the current behaviors and activities are appropriate¹
- Managers and teams' opinions are then compared, and an agreement should be reached about the:
 - Most important skills, behaviors and activities
 - Managers' "performance" on these dimensions

"To become a Smarter Manager, the 1st step is to agree with one's teams about the current managerial and leading situation"

The best progress will be achieved if the priorities in terms of goals to meet are decided by the management and their teams

How to become a Smarter Manager – Principles (3/5)



“There is no quick fix to become a Smarter Manager, it is an on-going process requiring the close collaboration of subordinates”

- The goals setting can be done at management (i.e., senior, middle or frontline) or individual level and decided in agreement with the teams, for a more relevant decision and to get better results
- Managers and teams will agree on the skills to develop and which behaviors & activities to change, in priority, with the help of the following matrix

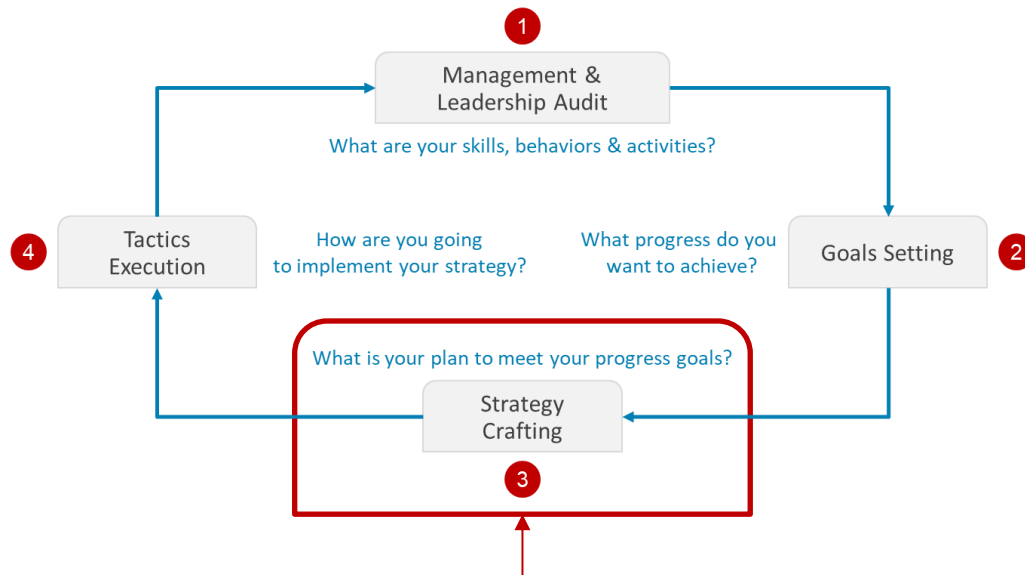
Importance / performance Matrix (skills / behaviors / activities)

Importance ¹	High	P1	P2	P3	Priorities P1 P2 P3
	Medium	P2	P2	NA	
	Low	NA	P3	NA	
		Low	Medium	High	
		Performance of Managers			

- The goals set should be achievable and measurable

The strategy crafted to become a Smarter Manager must result from a common agreement between managers and their teams, to maximize their buy-in, which is a key success factor

How to become a Smarter Manager – Principles (4/5)



“The Smarter Manager strategy is about adapting skills, behaviors and activities to business needs and individual people expectations”

- The Smarter Manager strategy consists in defining, at management¹ or individual level, how to meet the priority progress goals previously agreed upon
- If changing the focus of activities for managers is not so complicated, developing managerial and leadership skills, as well as adapting behavioral habits, may take more time
- The strategy that will be crafted should:
 - Be congruent with the core personality of the managers and consider the diversity of needs and expectations of individual subordinates
 - Balance business objectives and collaborator’s personal drivers of satisfaction to maintain a healthy working environment, including during periods of turbulence
 - Be agreed upon by managers and their teams to ensure their respective buy-in

The activities to become a Smarter Manager should be implemented so that a strong cohesion is maintained with the teams and the quality of their execution and their impact is closely measured

How to become a Smarter Manager – Principles (5/5)

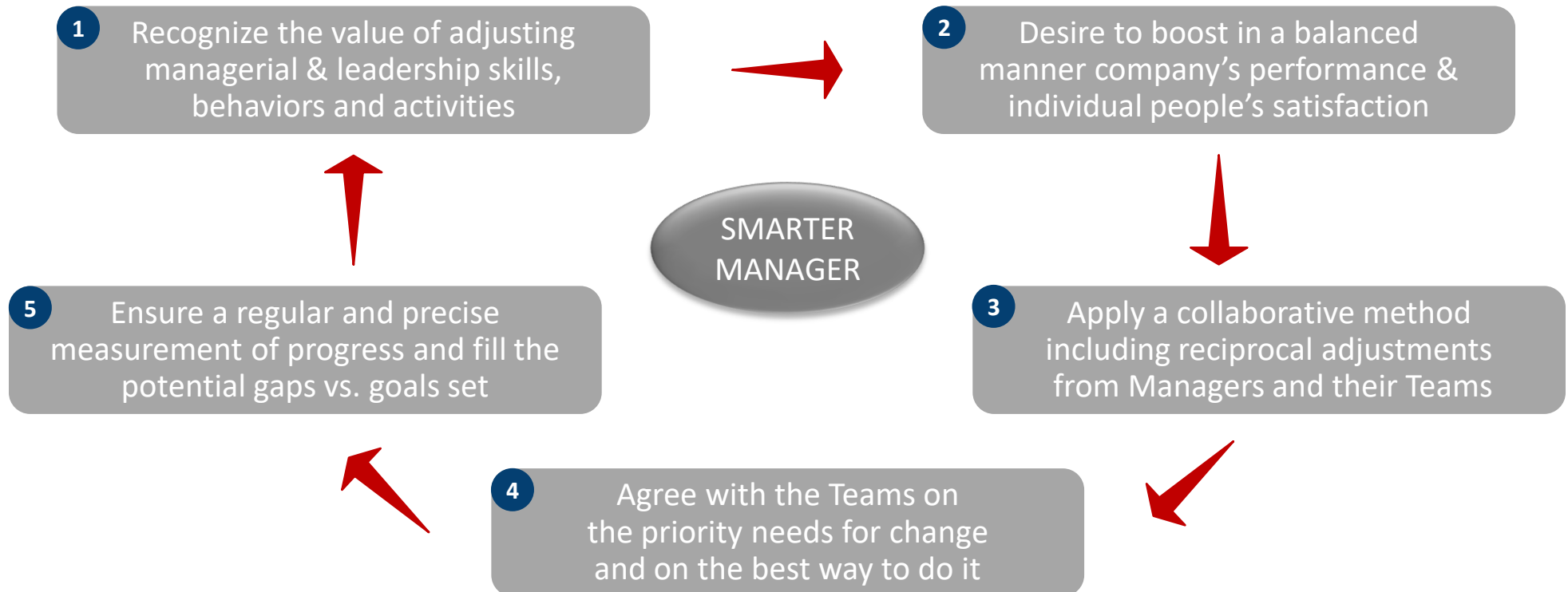
“Initiatives carried out to develop Smarter Managers require mutual trust, commitment and willingness to get tangible results”



- The tactics supporting the Smarter Manager strategy should be carefully executed to provide the expected outcomes
- Thus, for each initiative (e.g., training, coaching, mentoring, process and task change) implemented to meet the different goals set:
 - Indicate precisely its objective, the corresponding activities, timelines and costs
 - Select indicators to monitor its quality of execution
 - Select indicators to measure its impact compared to the goal set
 - Whenever there is a gap in terms of execution or impact, do the required adjustments
- Regular meetings with managers and their teams should be organized to check the progress made

To become a Smarter Manager, in other words to become an excellent manager and leader, at the same time, we have identified five imperatives

Five imperatives to become a Smarter Manager



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

Management Series

- This series provides practical tools and recommendations to enhance the efficacy and efficiency of the most important activities or processes in place within pharma companies
- Our tools and recommendations are based on both:
 - Our consulting experience in the pharma sector
 - Our research for innovative, pragmatic and useful solutions
- Each issue is designed to be read in less than 20 minutes and not to exceed 20 pages

Management & Leadership *From Theories to Implementation*

- Based on the main theories of management and leadership, Smart Pharma Consulting has identified key principles to improve the skills and behaviors of managers, either senior, middle or frontline
- To help people managing become Smarter Managers, that is, excellent managers with a strong leadership, we propose a straightforward but robust method, involving managers and their teams, for optimal results

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 activities in advanced masters (ESSEC B-school)
 - Training activities for pharma executives
 - The publication of articles, booklets, books and expert reports
- Our publications can be downloaded from our website:
 - 43 articles
 - 71 position papers covering the following topics:

1. Market Insights	5. Marketing
2. Strategy	6. Sales Force Effectiveness
3. Market Access	7. Management & Trainings
4. Medical Affairs	
- Our research activities in pharma business management and our consulting activities have shown to be highly synergistic
- We remain at your disposal to carry out consulting projects or training seminars to help you improve your operations

Best regards

Jean-Michel Peny