



eCademy Webinar Series

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Building Agility into Medical Affairs Strategy: Global-Regional-Local Dynamics

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Objectives for today

1. Recognize why communication is key to the success of global alignment
2. Discuss the steps involved in the strategic planning process and associated tools and templates
3. Describe Global-Regional-Affiliate alignment and implementation
4. Decide which functions you include when building your global affairs strategy

How much of your time is spent communicating across global, regional and affiliate medical teams?



- None
- Less than 25%
- Between 25% and 50%
- Between 50% and 75%
- More than 75%

How much of your time is spent communicating with cross-functional partners?



- None
- Less than 25%
- Between 25% and 50%
- Between 50% and 75%
- More than 75%

As an 'individual contributor', how well could you perform your role without any horizontal or vertical interactions?



- Not at all
- Poorly
- OK
- Pretty well
- Who needs them?

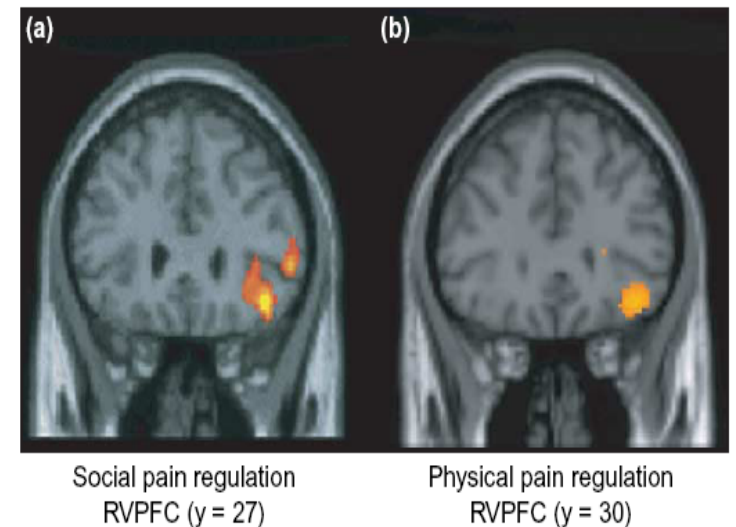
COMMUNICATION IS PART OF WHAT MAKES YOU WHO YOU ARE

Your brain has evolved to make you a social creature



Social experiences provoke the same neural pathways as physical experiences

- Eisenberger and Lieberman (2004) Why rejection hurts: a common neural alarm system for physical and social pain. *TICS*, 8, 294–300
 - Found an overlap between the neural regions activated during physical experiences of pain, as well as those involved in ‘social pain’ or rejection



TRENDS in Cognitive Sciences

Three take home messages

- **Communicate**
- **Communicate consistently – both in time and content**
- **Communicate till it hurts!**

It will make you feel much better!!!

1. COMMUNICATION IS KEY TO THE SUCCESS OF GLOBAL ALIGNMENT

The role communication plays on the road to global alignment



The effectiveness of your communication directly affects your:

- Ability to meet your goals
- Productivity
- Ability to solve problems
- Relationships with others
- Level of satisfaction with your work life

One of the biggest barriers to written and spoken communication is language

- The people communicating speak different languages.
- The language being used is not the first language for one or more people.
- The people communicating speak the same language, but have different dialects and or unique subtleties.
- The words you use are much more open to interpretation.

2. THE STEPS INVOLVED IN STRATEGIC PLANNING PROCESS AND ASSOCIATED TOOLS AND TEMPLATES

The strategic planning process

- Situational analysis
- Unmet medical needs
- Gap assessment
- Scientific Communication Platform
- Develop strategic imperatives
- Decide on initiatives to meet the strategic imperatives
- Determine the tactics required to complete the initiatives
- Evidence generation plan
- Education plan
- Publication plan

Sounds simple, doesn't it?

The strategic planning process

- What is the current situation?
- What is the desired situation?
- How do we get from one to the other?
- Make choices on what will be done and....what **won't** be done

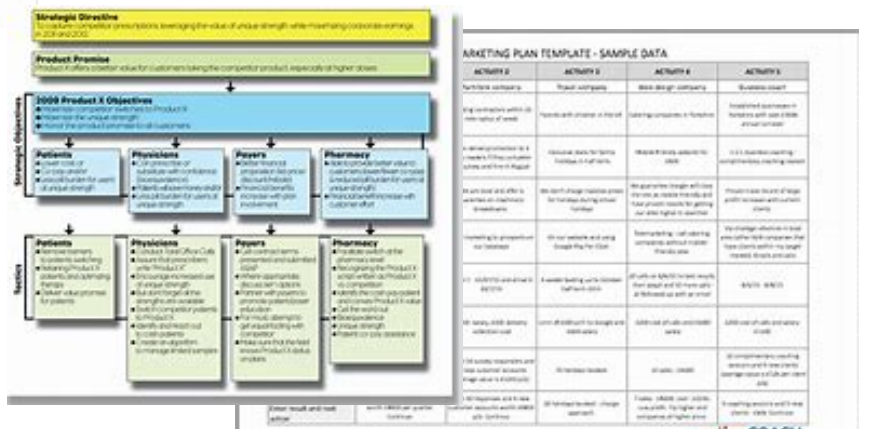
Strategic planning process - templates

	ACTIVITY 1	ACTIVITY 2	ACTIVITY 3	ACTIVITY 4	ACTIVITY 5
WHY: Why are you beginning this activity?	Business with our CEO	Building relationships with key stakeholders	Focus on company	Build design company	Business coach
WHAT: What will you offer them?	Business with our CEO	Building relationships with key stakeholders	Focus on company	Build design company	Business coach
WHY: Why would they buy from you?	Business with our CEO	Building relationships with key stakeholders	Focus on company	Build design company	Business coach
HOW: How will you get your offer to them?	Business with our CEO	Building relationships with key stakeholders	Focus on company	Build design company	Business coach
WHEN: When should we start?	Business with our CEO	Building relationships with key stakeholders	Focus on company	Build design company	Business coach
INVESTMENT: What resources will it cost?	Business with our CEO	Building relationships with key stakeholders	Focus on company	Build design company	Business coach
OUTCOME: What is your expected outcome?	Business with our CEO	Building relationships with key stakeholders	Focus on company	Build design company	Business coach
RESULTS: What results should we expect?	Business with our CEO	Building relationships with key stakeholders	Focus on company	Build design company	Business coach

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Marketing Areas & Tactics

Area	Channel	Product	Content	Event	Demand	Partner	Marketing	Channel
Advertising	Display	Video	Native	Webinar	Direct Mail	Referral	Search	Print
Marketing	Content	Product	Thought Leadership	Webinar	Direct Mail	Referral	Search	Print
Outreach	Direct Mail	Product	Thought Leadership	Webinar	Direct Mail	Referral	Search	Print
Partnerships	Referral	Product	Thought Leadership	Webinar	Direct Mail	Referral	Search	Print
Events	Webinar	Product	Thought Leadership	Webinar	Direct Mail	Referral	Search	Print
Direct Mail	Direct Mail	Product	Thought Leadership	Webinar	Direct Mail	Referral	Search	Print
Referral	Referral	Product	Thought Leadership	Webinar	Direct Mail	Referral	Search	Print
Search	Search	Product	Thought Leadership	Webinar	Direct Mail	Referral	Search	Print
Print	Print	Product	Thought Leadership	Webinar	Direct Mail	Referral	Search	Print



**The more elaborate our means of
communication, the less we communicate.**

Joseph Priestley

Templates are a necessary evil that provide structure and consistency

- They lead you through the strategic thinking process
- The power of the template lies in its ability to structure the thought process and discussion required to complete them
- They provide structure to your communication
- They provide consistency to those reviewing them

Strategic planning process - templates

MARKETING PLAN TEMPLATE - SAMPLE DATA

	ACTIVITY 1	ACTIVITY 2	ACTIVITY 3	ACTIVITY 4	ACTIVITY 5
Simple business type	Accountant	Plant hire company	Taxi company	Web design company	Business coach
WHO: Who are you targeting (specify)?	Business with over £250k annual turnover	Building contractors with 10-25 employees	Locals with children under 10	Existing companies in industry	Established business in franchise with over £100k annual turnover
WHAT: What will you offer them (describe in detail)?	Specialist financial and tax advice	Free 30 minute consultation with expert site survey and cost/benefit analysis	Local bus to local schools, holidays, sports events	Individualised website design	1:1 coaching, complimentary marketing support
WHY: Why would they buy from you?	Customer service and reliability	Free advice and offer a free site survey	Free or cheap travel with no vehicle access issues	Free site survey with 24hr turnaround	Team with record of large-scale business success
HOW: How will you get your offer to them?	Website marketing	Local marketing - newspaper, radio	Use local authority bus routes	Referrals, advertising on local websites	Use strategic advertising on social media and search engines
WHEN: When should you offer to them?	April - October	April - October (weekdays)	Weekend (9am - 3pm)	Year-round	April - October
INVESTMENT: What resources will you need?	£100 (website, advertising)	£200 (vehicle, fuel, advertising)	Local bus only - no vehicle investment	£1000 (paid for website)	£200 (travel and advertising)
OUTCOME: What is your desired outcome?	To get 10 enquiries and convert 5 into new clients	To get 10 enquiries and convert 5 into new clients	£5000 revenue	To make £1000	To get 10 enquiries, convert 5 into new clients and generate £10,000 in new business
RESULTS: How will you know if you're successful?	10 enquiries, 5 new clients	10 enquiries, 5 new clients	£5000 revenue	10 enquiries, 5 new clients	10 enquiries, 5 new clients, £10,000 in new business

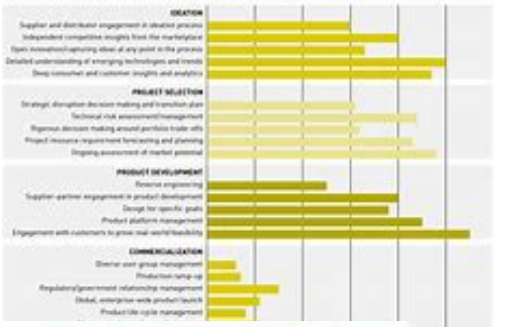
Marketing Areas & Tactics

Area	Channel	Product	Content	Conversion	Retention	Marketing	Other
Outreach	Direct Mail, Cold Calling	Product Samples, Demos	Whitepapers, eBooks, Case Studies	Lead Magnet, Free Trial	Referrals, Testimonials	Events, Webinars	Partnerships, Co-branding
Website	SEO, Content Marketing	Product Demos, Webinars	Blog Posts, eBooks, Whitepapers	Lead Magnet, Free Trial	Referrals, Testimonials	Events, Webinars	Partnerships, Co-branding
LinkedIn	LinkedIn Ads, Sponsored Content	Product Demos, Webinars	Blog Posts, eBooks, Whitepapers	Lead Magnet, Free Trial	Referrals, Testimonials	Events, Webinars	Partnerships, Co-branding
Facebook	Facebook Ads, Sponsored Content	Product Demos, Webinars	Blog Posts, eBooks, Whitepapers	Lead Magnet, Free Trial	Referrals, Testimonials	Events, Webinars	Partnerships, Co-branding
Twitter	Twitter Ads, Sponsored Content	Product Demos, Webinars	Blog Posts, eBooks, Whitepapers	Lead Magnet, Free Trial	Referrals, Testimonials	Events, Webinars	Partnerships, Co-branding
YouTube	YouTube Ads, Sponsored Content	Product Demos, Webinars	Blog Posts, eBooks, Whitepapers	Lead Magnet, Free Trial	Referrals, Testimonials	Events, Webinars	Partnerships, Co-branding
Instagram	Instagram Ads, Sponsored Content	Product Demos, Webinars	Blog Posts, eBooks, Whitepapers	Lead Magnet, Free Trial	Referrals, Testimonials	Events, Webinars	Partnerships, Co-branding
Pinterest	Pinterest Ads, Sponsored Content	Product Demos, Webinars	Blog Posts, eBooks, Whitepapers	Lead Magnet, Free Trial	Referrals, Testimonials	Events, Webinars	Partnerships, Co-branding
Direct Sales	Direct Mail, Cold Calling	Product Samples, Demos	Whitepapers, eBooks, Case Studies	Lead Magnet, Free Trial	Referrals, Testimonials	Events, Webinars	Partnerships, Co-branding
Partnerships	Partnerships, Co-branding	Partnerships, Co-branding	Partnerships, Co-branding	Partnerships, Co-branding	Partnerships, Co-branding	Partnerships, Co-branding	Partnerships, Co-branding

Simple business type	ACTIVITY 1	ACTIVITY 2	ACTIVITY 3	ACTIVITY 4	ACTIVITY 5
WHO: Who are you targeting (specify)?	Business with over £250k annual turnover	Building contractors with 10-25 employees	Parents with children in the UK	Existing companies in industry	Established business in franchise with over £100k annual turnover
WHAT: What will you offer them (describe in detail)?	Specialist financial and tax advice	Free 30 minute consultation with expert site survey and cost/benefit analysis	Local bus to local schools, holidays, sports events	Individualised website design	1:1 coaching, complimentary marketing support
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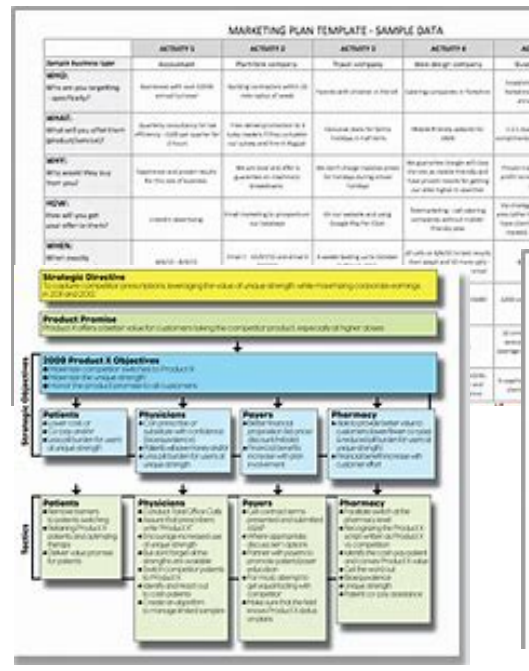
Enable to: Innovators' Performance in Critical Capabilities

Requirements were used to rate their companies' performance on critical capabilities on a scale of 1 to 5, 5.0 the greatest performance, and product development stages of the innovation process, companies gave themselves generally good marks. The buying, however, revealed a general shortcoming at the commercialized stage, where companies agreed that their efforts were falling short.



DIGITAL MARKETING PLAN

Channel	Q1	Q2	Q3	Q4	YTD
Website	High	High	High	High	High
Social Media	High	High	High	High	High
LinkedIn	High	High	High	High	High
Facebook	High	High	High	High	High
Twitter	High	High	High	High	High
YouTube	High	High	High	High	High
Instagram	High	High	High	High	High
Pinterest	High	High	High	High	High
Direct Mail	High	High	High	High	High
Partnerships	High	High	High	High	High
Events	High	High	High	High	High
Webinars	High	High	High	High	High
Referrals	High	High	High	High	High
Testimonials	High	High	High	High	High

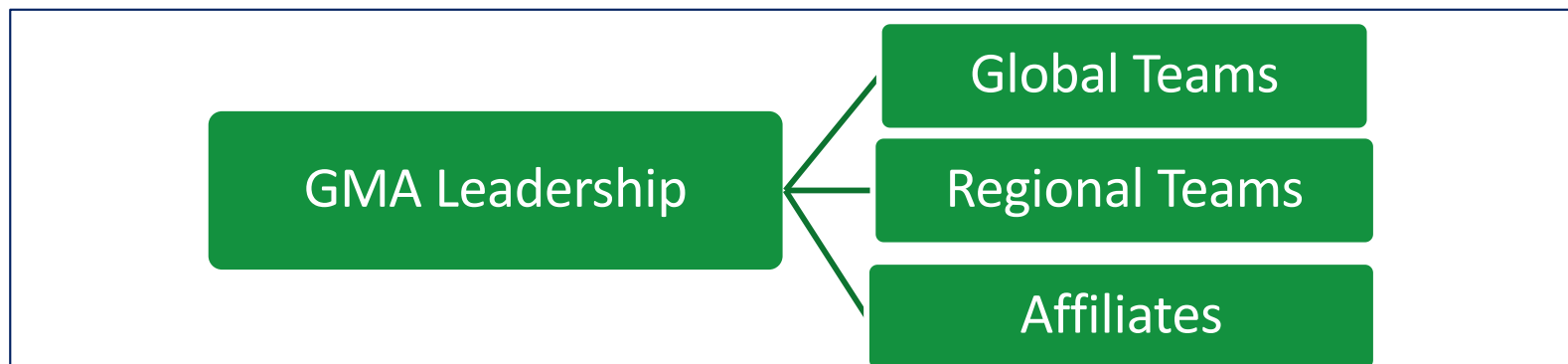
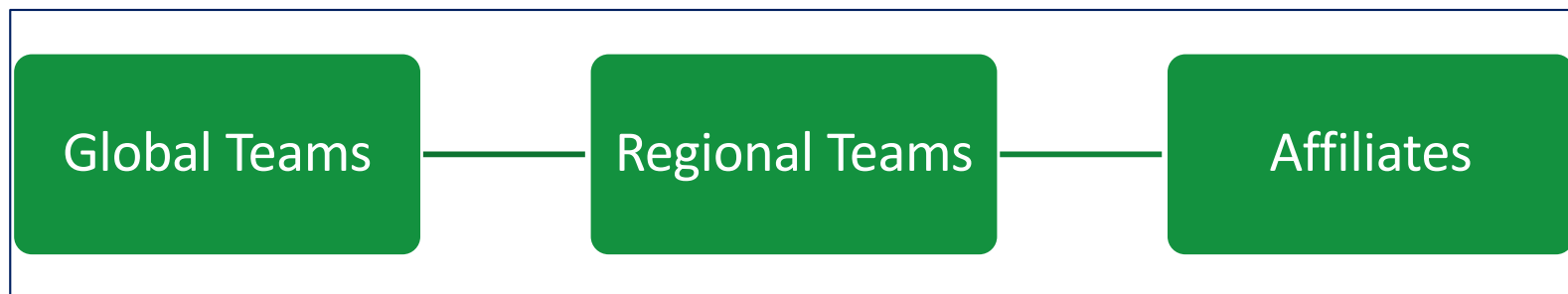


MARKETING PLAN TEMPLATE - SAMPLE DATA

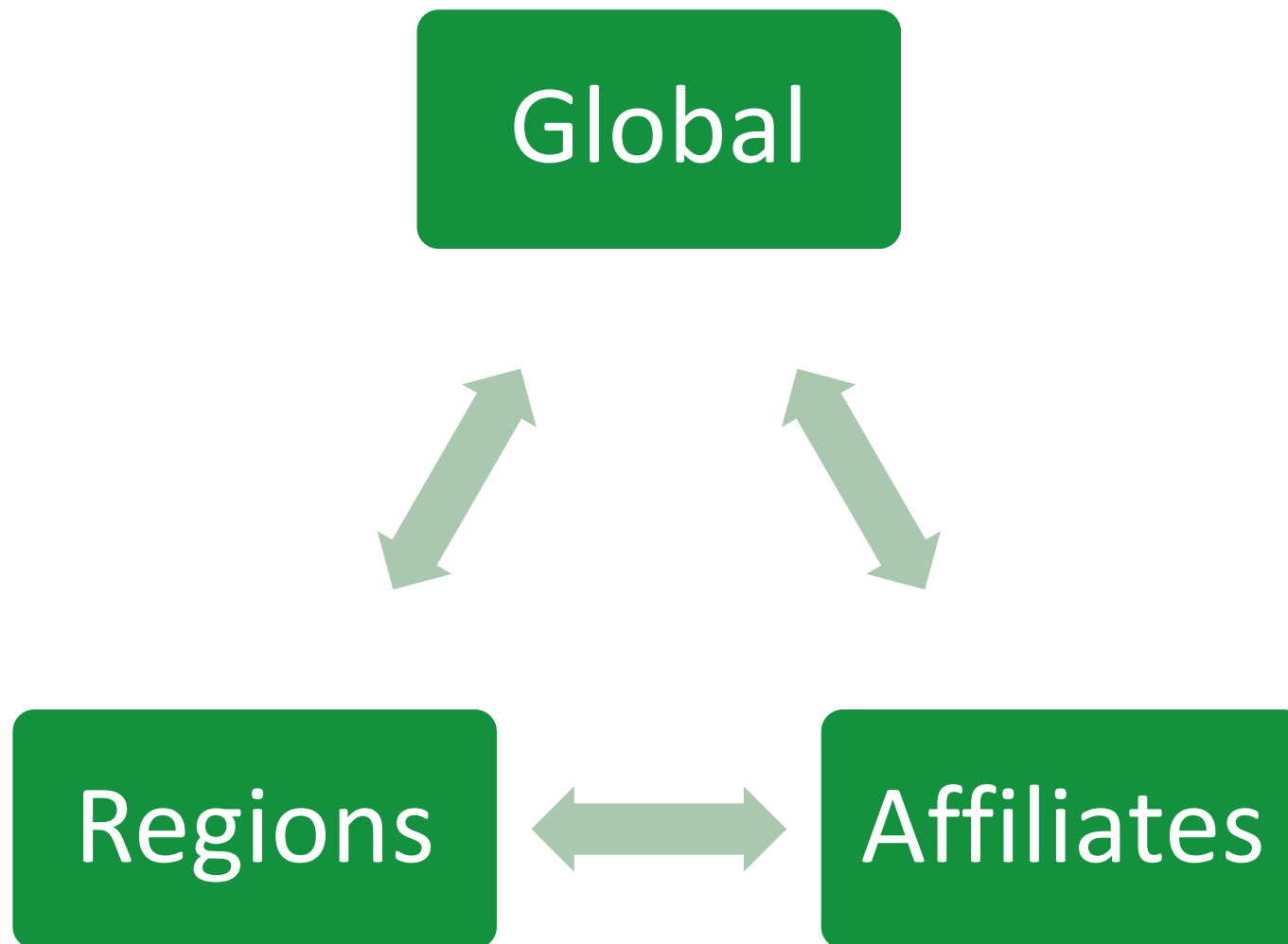
	ACTIVITY 1	ACTIVITY 2	ACTIVITY 3	ACTIVITY 4	ACTIVITY 5
Simple business type	Accountant	Part-time company	Taxi company	Web design company	Business coach
WHO: Who are you targeting (specify)?	Business with over £250k annual turnover	Building contractors with 10-25 employees	Locals with children in the UK	Existing companies in industry	Established business in franchise with over £100k annual turnover
WHAT: What will you offer them (describe in detail)?	Specialist financial and tax advice	Free 30 minute consultation with expert site survey and cost/benefit analysis	Local bus to local schools, holidays, sports events	Individualised website design	1:1 coaching, complimentary marketing support
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3. DESCRIBE GLOBAL-REGIONAL-AFFILIATE ALIGNMENT AND IMPLEMENTATION

Structures – here are just some of a number of possibilities



Strategic planning requires a constant cycle of communication and iteration – but where do you start?



4. OTHER FUNCTIONS TO BE INCLUDED WHEN BUILDING YOUR GLOBAL AFFAIRS STRATEGY

Communication is the real work of leadership

Nitin Nohria

There are some functions that need to be strategic partners

- Many functions are required to create a strategy
- Successfully getting a drug to patients who will benefit from it requires a lot of input:
 - Clinical development
 - Regulatory
 - HEOR
 - Market access
 - Commercial
 - Operations
 - Legal and compliance

Where vertical meets horizontal



SUMMARY – three take home messages



- Communicate
- Communicate consistently
- Communicate till it hurts!

Who will you emulate when you go back to work? Neanderthal or human?





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Are Webinars Available On-demand?

- Yes – all Webinars, along with a summary, are available in the MAPS Community Portal the week after the Webinar
- Don't have access to the MAPS Community?
 - Join today at www.medicalaffairs.org and use the code **buildingagility** by February 28 and save \$50 off your membership fee

Questions?

Get Involved in the MAPS Community Today & Stay Connected!

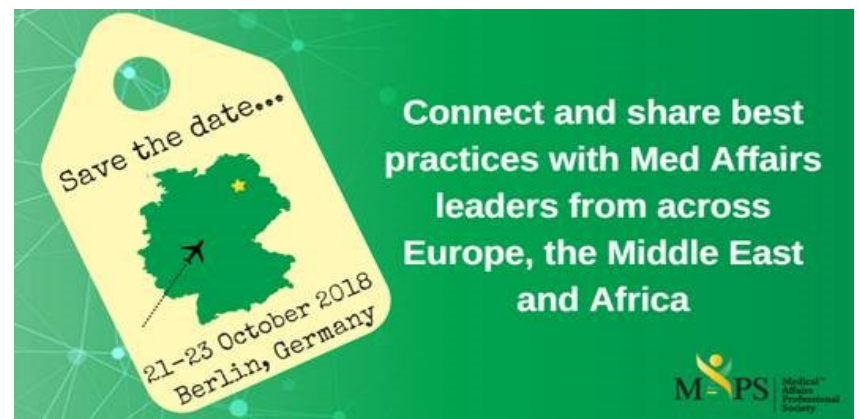



MAPS 2018
 Annual Meeting

February 25–27, 2018
Miami, Florida



Email: Info@MedicalAffairs.org



Save the date...
 21–23 October 2018
 Berlin, Germany

Connect and share best practices with Med Affairs leaders from across Europe, the Middle East and Africa

