The biopharmaceutical industry is at a critical turning point. Competition is becoming fiercer, sales growth is slower and profitability is declining in many developed markets. Industry leaders and teams need to be ready to face these challenges if they want to succeed in this difficult climate. **Focusing on developing the necessary skills to thrive is essential to preparing high-performing teams within the industry.**

We will examine the following elements in regards to the Biopharma industry as well as using experiential learning as an effective approach to developing key competencies:

- **Biopharma Industry Challenges**
- **The Experiential Learning Approach**
- **Case Studies in Biopharma**
Key Account Management

The Biopharma industry has been transitioning from relying on traditional sales representatives to key account managers to generate revenue, signaling a departure from a product-focused approach to a more customer-focused one. This means key account managers must understand and cater to customer behavior and segmentation. Different forms of communication should be used depending on the targeted customer segment.

What skills should key account managers focus on building to take a more customer-centric approach? We suggest obtaining and validating the sources of information about the customer as a first step. They should then assess the potential and loyalty of the customer objectively. It is essential to understand the market concentration and its business implications as well as analyzing the position of the customer on segmentation matrix.

Digital & Multichannel Marketing

One of the key challenges facing industry players is keeping up with the shift in attention toward online media among stakeholders and customers. How do you know what your customers are saying about your product, your company and their disease? How do you decide which digital tools to deploy and how to resource each and how do you integrate your digital and social media marketing with your more traditional activities?

The increasing number of channels with which to reach stakeholders presents a challenge. Given so many channels to choose from, how do you choose the best ones and make them work in harmony to the greatest effect? Which one(s) result in the best engagement among your target customers?
Launch Readiness

Shrinking time to market for products, meaning less time to prepare the market and company for new launch products, is becoming a challenge to industry players.

The pressure to reach the most number of patients in the addressable market is immense. You’ll need to become a stronger leader to accomplish your goals. You’ll need to understand how to prepare the market for your new product and how to prepare your organization to accomplish a great launch. That means, you need to understand the stakeholder landscape, your potential sources of business and how to unlock those patients so you gain the most of the addressable market.

Stakeholder Management

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Patient Centricity

The rising role for patients as decision makers / consumerism of patients is a challenge. In some markets, patients have eclipsed physicians in importance. Have you kept up with this change? In markets like these, your ability to gain insights into patients is essential if you are to connect with them emotionally and build the types of programs that lead to strong engagement from your audience. The challenge starts with, but goes well beyond, identifying the patient journey. If you are to build great experiences for patients and ultimately, loyalty, you’ll need to understand how to build value from the patient’s point of view.
Innovation & Business Acumen

The pressure to stem declining sales and profits continues to be a challenge, particularly in developed countries. Part of the challenge is developing the business acumen needed to determine why you are not meeting your goals and identifying solutions you can readily implement to turn the situation around. When sales and profits are under pressure, resources become constrained and you are left with a ‘do more with less’ challenge. When this becomes the case, it’s time to dig deeper, to determine whether you are being as effective commercially as you can be. Is your sales force aligned properly to the opportunities in front of you? Do you have a key account management strategy that is well deployed? Have you kept up with the changes in how your customers are organized and distributed?

One of the solutions to the challenges facing the industry is become more innovative with your marketing initiatives, your business model, with how you engage customers and by going beyond the pill with an innovative product/service offering. It is key to learn techniques and the discipline that will increase your ability to be innovative, including the use of customer-driven innovation. In fact, developing the capabilities needed to better understand and connect with customers is a hallmark of what we can deliver to your organization.

Leadership

The need to be a leader within your organization is a challenge. Not only is it a challenge to become strong on both a strategic and executional levels, but you need to do so with the involvement of many with your organization whether you are leading a regional campaign, charged with launching a global brand or defending against new competitors, leadership will become the key challenge.
Experiential Learning, simply put, is learning by doing. It allows participants to develop and acquire new skills in a safe environment that reflects real-world situations in an ultra-compressed timeframe. Participants can experience years of market activities in a matter of days or even hours.

Mirroring real-world decision-making experiences in a competitive environment, experiential learning helps to create emotionally-charged environments, leading to results. It engages participants on a higher level and embeds real and lasting results due to the fact that they are experiencing concepts and challenges that they wouldn't otherwise encounter through traditional learning methods.

Studies have shown that lessons learned by effective managers are usually driven by the following 70:20:10 model:

- **70%** from on-the-job experiences
- **20%** from constructive peer interaction
- **10%** from training courses and reading
While most management development courses only contribute to the bottom 10%, experiential learning programs focus on providing realistic, risk-free competitive environments where participants learn through experience (the 70%) while also working in cross-functional and cross-market teams (the 20%).

The result of this approach is that participants will learn through a much broader experience, resulting in much longer-lasting changes in knowledge and behavior.

Our delivery approaches are flexible and customized to the BioPharma industry. At the beginning of the journey, StratX consultants will work with teams involved to understand objectives, analyze needs and craft a solution that incorporates the appropriate mixture of both face-to-face and remote learning.

Source: The 70/20/10 model was developed by Morgan McCall, Robert W. Eichinger and Michael M. Lombardo at the Center for Creative Leadership and is specifically mentioned in The Career Architect Development Planner, 3rd edition, by Michael M. Lombardo and Robert W. Eichinger.
Below are some case studies from biopharma companies across the globe who implemented an experiential learning approach to help achieve business impact and long-lasting change.

**CASE 1: EXCELLENCE FOR MARKETERS for a global leader in the BioTech industry**

**Location:** Asia-Pacific (Japan, China, Korea, Australia, Taiwan, Hong Kong and Singapore)

**Audience:** Product Managers

**The Challenge:** The Client had recently created an Excellence for Marketers training and development initiative for the AP region and was looking for best-in-class action learning support.

Core brands were facing little or no competition and client was anticipating multiple new competitors in the years to come.

**Result:**
- Assess and enhance marketing skills against a new competency framework, including customer marketing skills.
- Test/improve skills in a customized action learning challenge.
- Unite regional AP brand marketers and create a common marketing approach and language.
- Boost competitiveness, sharpen strategic thinking and improve marketing brand planning disciplines.
Solution:

StratX co-developed with the client a fully customized action-driven and results-oriented solution to span 18+ months and result in a more competitive AP region with sharper marketing plans and a more customer-oriented approach in order to beat the competition for years to come.

Results Achieved

“The best marketing learning experience I have been involved in.”

Participant Quote

Impact

- Marked improvements to Brand Plans, Customer Understanding & Launch Planning.
- Increase in competitive reflexives, spirit.
- Participants united across region in their virtual, simulated world.
- Brand plan resources re-directed towards value-added activities, key clients, and key issues.
- 95%+ participation across all countries.
- Program extended to other regions.

Key Learning Insights

1) “Vastly different challenges across the APAC countries; participants benefit from cross-market sharing of issues and customer insights.” (sponsor)

2) “Traditional marketing is not enough. You must develop/deliver real value across multiple stakeholder groups based on customer insights.” (participant)

3) “Define the market, discover customers’ insight, identify unmet needs, position your product, develop aligned strategies and messages, differentiate with competition and secure market access are key factors for success.” (participant)
CASE 2: Marketing Excellence for a leading multinational biopharmaceutical company

Location: China

Audience: Junior Marketing and Access professionals needing to build capabilities in foundational marketing skills

The Challenge:


2. Increase Launch Excellence through a highly-interactive pre-launch, launch and post-launch simulation that enables decision-making based on the application of core marketing concepts, the outcomes of those decisions on the success of a launch and feedback from virtual coaches to understand the impact of their choices.

Solution:

An application-based, action-learning simulation by StratX

The simulation provides the participant with the experience of launching a new fictitious brand in a fictitious healthcare environment. Simulation Challenge: Execute brand excellence by deploying commercial programs targeting key stakeholders over time, within a limited budget.

Key Learning Insights

- Diverse opinions provide alternative and innovative ideas.
- Budget utilization needs to remain strategically focused.
- Making thoughtful choices that ladder up to an agreed strategy is the key to success.
- Brand awareness requires a combination of disease and science education in the pre-launch phase.
CASE 3: Cross Functional Top Director Program for a global biopharmaceutical company

Location: USA

Audience: Cross Functional High Potential Directors from all over the world. 70 to 90 participants per year

The Challenge: The client wanted to design a top leadership program to develop its high potential directors. The design included “soft” skills of leadership, executive coaching and top speakers from the company. The client was also looking for an engaging way to increase specific “hard” skills of leadership in this audience.

Objectives:

• Build business and finance acumen.
• Increase strategic thinking skills.
• Build an enterprise-wide perspective beyond one’s respective function.
• Foster extensive teamwork and cross functional collaboration.

Solution:

An immersive, 2-day learning experience where cross functional teams of five Directors manage a virtual biopharma company over 4 simulated years in a competitive marketplace.

Details:

StratX worked with the client to customize its biopharma business simulation for this audience. StratX facilitators debriefed results with the participants after each round. Participants reflected on key learnings and how to apply them in their jobs after each decision round.
Results Achieved

Participants have enjoyed the experience and the program is now in its third year of deployment.

Participants appreciated the value of cross functional perspectives and collaboration.
Felt like a peer learning experience, creating a strong bond between team members.
Some participants are reporting being more proactive in reaching out to colleagues to seek their expertise.

Key Learning Insights

- The fact that there is no definitive right way of doing things which reflected reality. Had to find the right strategy earlier on and stick with it throughout the different rounds.
- Good insight to how other functions regarded issues as being priority.
- Thinking about the dependencies in making a project work and stepping back to take a holistic overview of the strategy.
**CASE 4: Marketing and Commercial Excellence for a global biopharmaceutical company**

<table>
<thead>
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<th>Location:</th>
<th>Audience:</th>
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<tbody>
<tr>
<td>EMEA Region</td>
<td>500+ cross-functional brand team managers including marketing, commercial, finance, legal, market access, regulatory, IT, public affairs, amongst others</td>
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**The Challenge:** Empower the entire marketing and commercial organization with the skills needed to compete and win in the marketplace today and tomorrow.

**Solution:**
We partnered to create a multi-level marketing excellence and strategic brand planning offering targeted at three distinct levels in terms of experience and competencies.

**Results Achieved**
With a Net Promoter Score reaching peaks over 90+, these initiatives have been a critical internal offering for the client/region that is now a performance leader on a global level in this top-ten biopharma company.

**Key Learning Insights**
- The fully-customized approach to experiential learning and development allowed for local impact and collective regional momentum.
CASE 5: **Strategy & Marketing Planning in Action for a multi-national healthcare company**

**Location:** Bogota, Colombia

**Audience:** 50 + participants including the senior team, brand & marketing managers as well as cross-functional teams

**The Challenge:** Equip senior managers with the skills to effectively manage resources, brand portfolios, stakeholders, customer insights and brand launches among other pertinent competencies.

**Solution:**
Simulation-focused workshops designed to immerse participants into critical learning concepts.

**Details:**
2-day strategic portfolio management workshop for Senior Team and 3-day brand launch and customer engagement workshop for marketers and cross-functional teams.

**Results Achieved**

- A boost in cross-functional collaboration. Improvements in long term planning and prioritization.
- Participants highly rated the program and simulation tool used. They were able to link what was learned in an applied manner to their work.
- “My first experience ever with strategic planning and I loved it. The automated platform was great.” *(participant quote)*
### StratX Biopharma Offering

#### Our Experiential Learning Approach

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<th>Simulations</th>
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Customer Centricity

- Customer Insights
- Patient Centricity
- Customer Satisfaction

- Customer Engagement
- Value Creation
- Customer Loyalty

Leadership

- Relating Skills
- Personal & Interpersonal Operating Skills
- Communication

- Getting Organized
- Creating the New & Different

Create measureable impact with your Biopharma teams

Build business capabilities and create lasting on-the-job change with the help of StratX’s experiential learning programs.

Contact us

Created by Doug Ross, Sebastien Lamiaux, Alan Slavik, Philippe Latapie, Richard Hainsworth & April Giarla
StratX creates experiential learning programs instilled with emotion and competitive spirit, leading to lasting on-the-job change. One million leaders in 66 countries, 40 Fortune Global 500 clients and 400 top business schools have turned to StratX expertise to build their business capabilities.

We use highly engaging business simulations that realistically reflect our customers' business environments. These simulations form the backbone of StratX's experiential learning programs, addressing business challenges your key people currently face, ranging from strategy development to tactical execution.

Our programs—on site, on line or blended—allow participants to sharpen their individual and collective reflexes in a risk-free environment. And the richness of situations simulated allows participants to experience and learn in a few days what they would have otherwise learned in a few years. This is how we change behaviors to maximize return on investment. An in-depth understanding of the desired business outcomes allows StratX to design and deliver these impactful customized learning solutions with measurable impact.

Over the past 30 years, StratX experiential learning expertise has supported our prestigious clients’ growth by developing their leaders’ capabilities, empowering them to generate effective customer-centric and market-driven strategies. This is our DNA.