



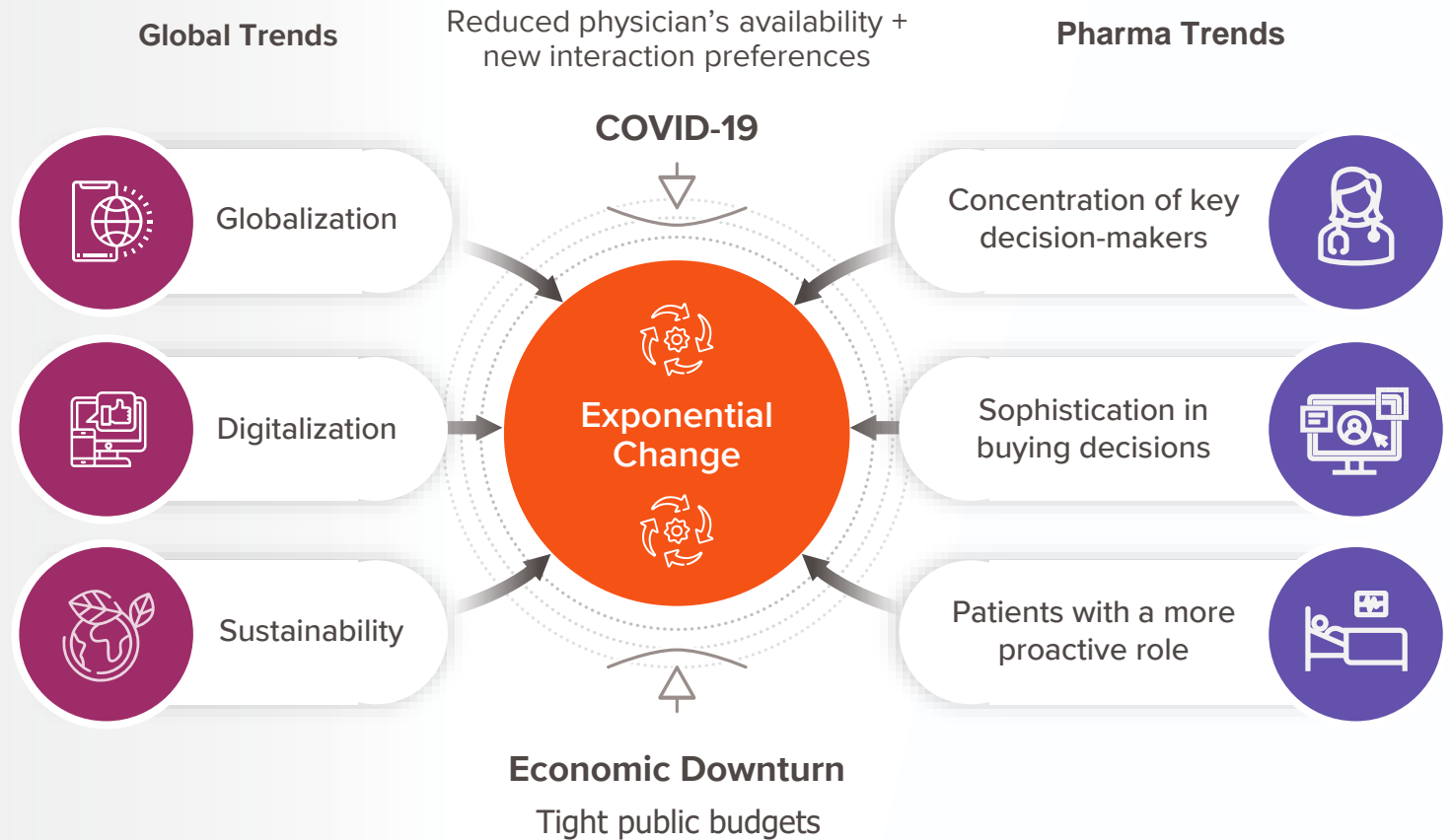
FIELD OPERATIONS EXCELLENCE IN PHARMA

Improve sales through
cross-functional collaboration and
enhanced operational practices

Operating in a New Context

'Business as Usual' is no longer a viable option

Due to the various simultaneous influences and the different impacts they have concurring at the same time, exponential change has been taken to the next level – organizations need to adapt to survive



Why Field Operations Excellence

Evolve towards an agile, customer-driven, value-focused organization



Pain Point

Limited strategic focus

Lack of commercial mindset

Poor operational practices

Little clarity of roles and responsibilities

Poor team dynamics

Slow decisions

Skills' gap



Opportunity

Clear strategic guidelines

Commercial Hunger and customer centricity

Clear shared productive operational practices

Clear roles and responsibilities

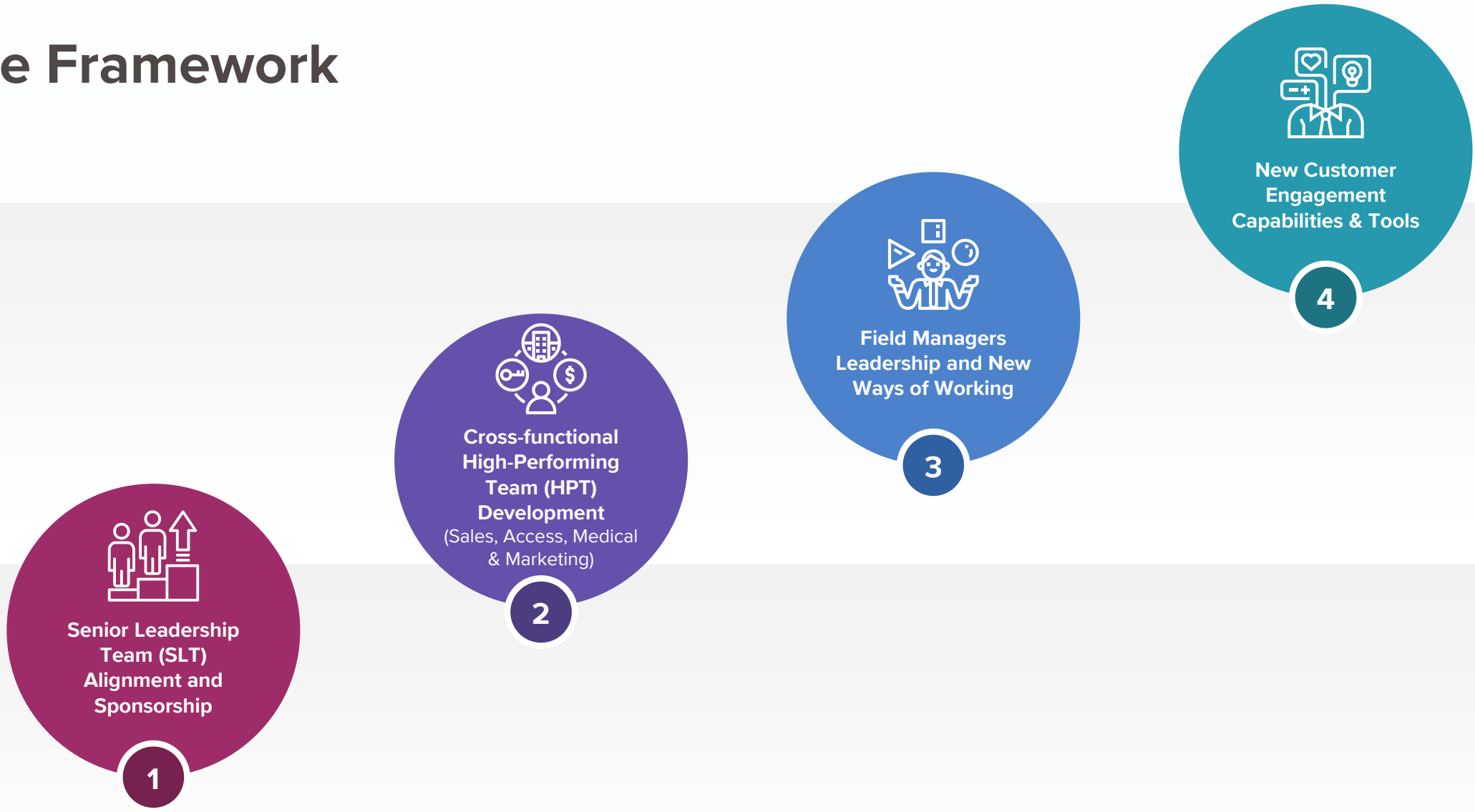
Evolution to High-Performing Team

Accelerate decision making

Leadership and new customer engagement capabilities and tools



The Framework



Integrated Program Management Office with the client



SLT Alignment and Sponsorship

Engage and develop top management to lead transformation in the organization

- Commitment, dedication and ownership of the project as a key priority of the Senior Leadership Team (SLT)
- Role model – lead by example
- Ensure availability of resources and agenda
- Follow-up and decision making

Deploy a new strategy, operating model or culture...



...by engaging people in a structured dialogue process...



...instilling a sense of urgency and a positive motivation to mobilize for change...



...resulting in relentless execution to achieve business outcomes with enhanced employee engagement

...involving the whole organization to drive the transformation

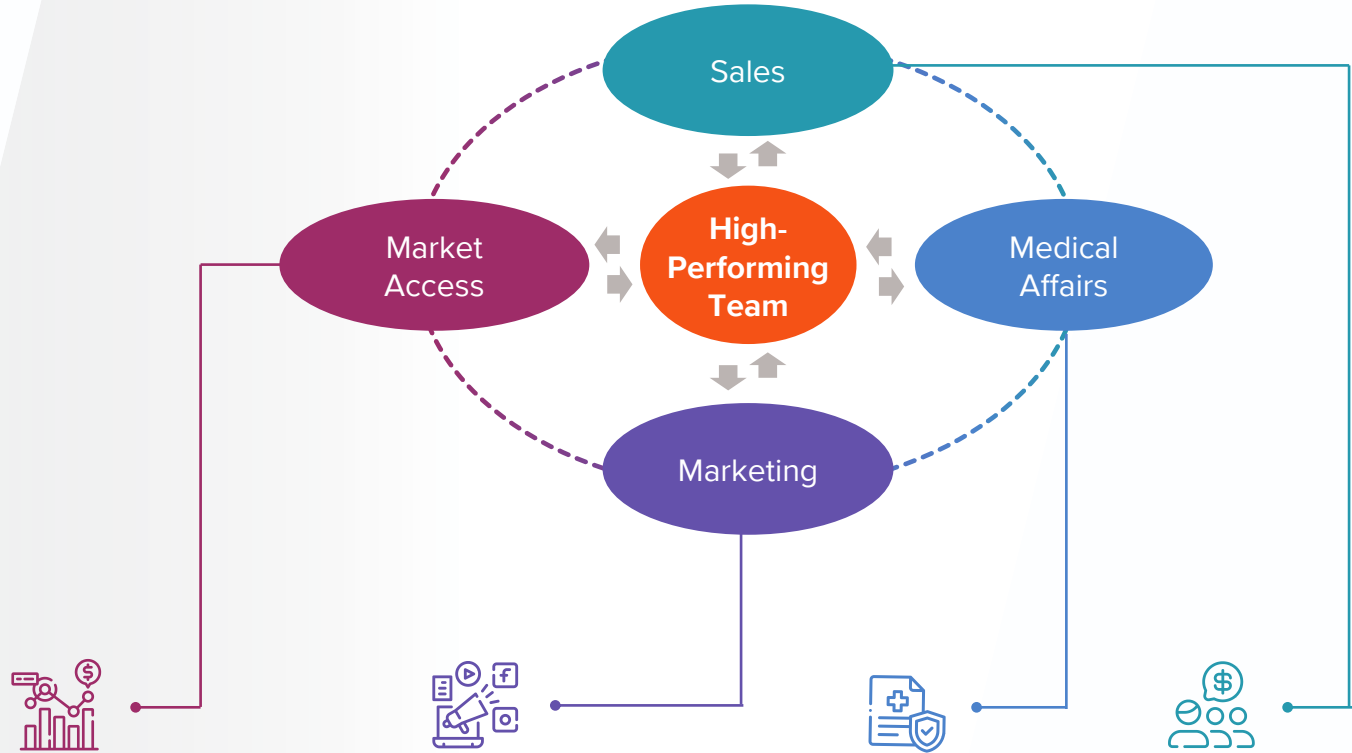




Cross-functional HPTs development
(Sales, Access, Medical & Marketing)

Holistic approach within all the stakeholders involved

Reach the customer in an impactful way, with extreme coordination between all areas and a common goal



- Influence on high-level stakeholders
- Strategic perspective of region
- Cross-functional collaboration

- Increased physician centric perspective (vs. exclusively product centric)
- Close connection between tactics and field needs
- Increased agility in adapting to context changes (e.g. online visits development due to Covid)

- Value based prioritization
- Business orientation
- Coordination and contribution to the regional team

- Regional cross-functional team leadership
- Sales Representatives transformation (skills, behaviours and attitudes needed for a new hybrid approach)
- Increased ownership of regional business
- Increased agility in adapting to changes





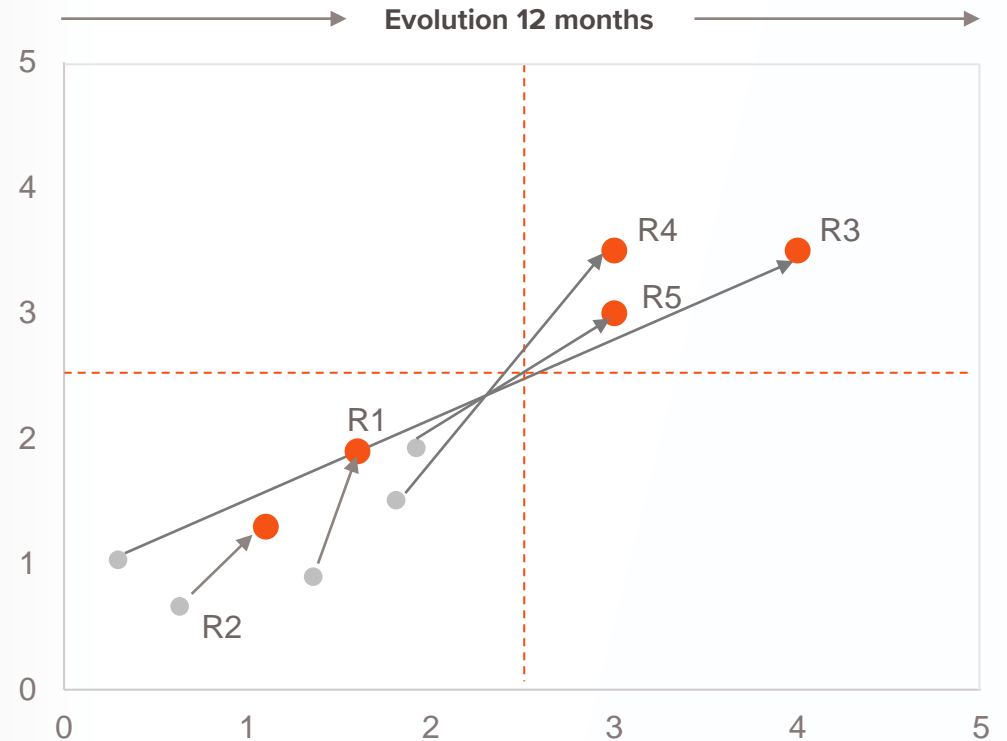
Cross-functional HPTs development
(Sales, Access, Medical & Marketing)

Support the evolution of the field force, both individuals and teams, developing hard and soft skills

HOW

- Common purpose & objective
- Protagonism
- Relevant conversations
- Team management

R = Regional Team



WHAT

- Business vision and strategic understanding
- Commercial mindset
- Accountability
- Operational practices





Field Managers Leadership and New Ways of Working

Managers drive execution

Management level drive execution by generating sense of urgency and role-modeling desired behaviors towards change



Read the present to shape the future

- Create shared context of need of change
- Hold the new engagement model vision
- Navigate complexity (less face to face, different interactions with HCP...)



Enable results through shared commitment

- Operational practices and execution discipline
- Prioritize and focus
- Hold the tension
- Rapidly adapt



Connect with people to thrive and perform collectively

- Co-create with a common objective
- Unfold potential – Sales Reps coaching model



Embrace a growth mindset and lead with purpose

- Protagonism
- Commercial mindset
- Accountability



Field Managers Leadership and New Ways of Working

Sustaining the change process demands continuous energy management

Change is not a stand-alone event, but rather a non-linear process, which requires a significant amount of energy and time



Ongoing SLT alignment

Periodic Senior Leadership Team meetings to review progress, capture lessons learned and renew commitments



1:1 Coaching

1:1 Coaching to key individuals to help them to identify and sustain changes in mindset and behaviors



Shadowing

Participation in selected business forums to provide constructive feedback and challenge



Communication

Communication events aligned with the change process and designed to keep up morale





New Customer Engagement Capabilities and Tools

The final step to Field Operations Excellence

Drive excellence by supporting and training field force and improving operations in the new context together with CRM implementation



Capabilities

Customer centric account management

- Diagnosis and goals prioritization (at region & territory level)
- Client segmentation
- Definition of strategic objectives

Effective execution

- Powerful sales process: preparation, execution and follow-up
- Omni-channel customer engagement approach



Operational practices

- Powerful cross functional quarterly plans elaboration process
- Monthly team meetings to adjust and prioritize actions
- Weekly meetings to follow-up with agility on plans
- New coaching model as a key tool for field transformation
- Weekly coaching and business follow up with Managers and Field to ensure adoption of New Ways of Working mindset / behaviors and effective role modelling, challenge for results



Tool (CRM)

New gen CRM effective adoption as day-to-day field tool supporting the implementation of collaborative and transparent ways of working and improving client centricity

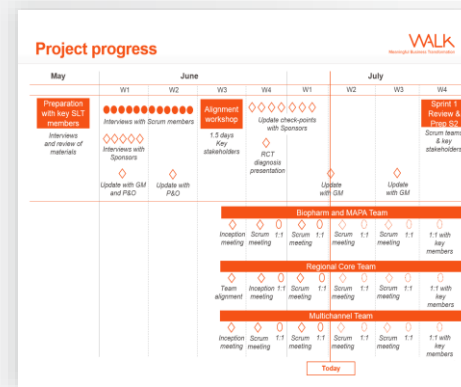
Progress Monitoring and Feedback to Top Management

Integrated Program Management Office WALK-Client

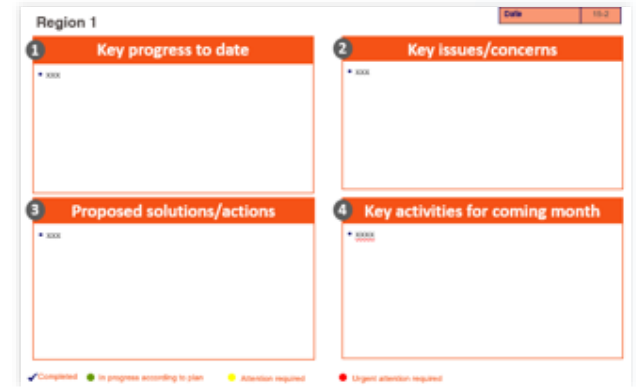
- Systemic follow up and reporting
- Continuous prioritization and allocation of support efforts
- Identification of alarms, involvement of relevant stakeholders and resolution



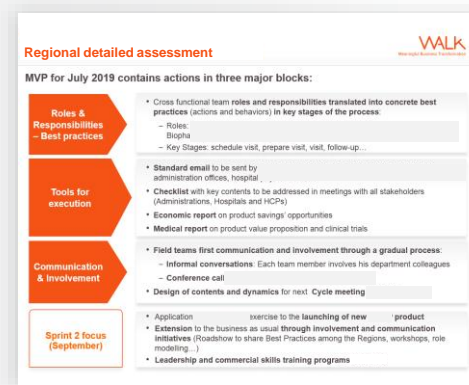
Calendar & Milestones



Progress Monitoring Per Region



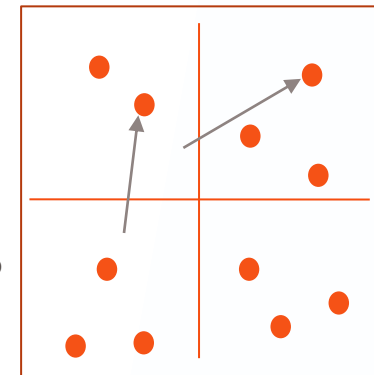
Reporting and Feedback



Evolution to High-Performing Teams

HOW

- Attitudes
- Behaviors
- Mindset
- Leadership example



WHAT

- Delivery progress
- Insight generation
- Contribution to business input

The Results

Impressive real-world results in all areas

Sales Growth
+15-20%



Commercial Mindset and
Improved Operational
Practices at all levels



Senior Leadership Team
and **80%** of Regional
Teams Operating as HPTs



Field Managers Leadership
Development / Coaching
Capabilities



Meaningful Transformation. Together.

www.walkleadership.com



For more information contact info@walkleadership.com

WALK

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