

HOW A PHARMACEUTICAL LEADER LEADS WITH AN INNOVATIVE DIGITAL STRATEGY

A Fortune 100 pharmaceutical company builds a digital strategy with OZ's proven methodologies and strategic roadmap for better resource utilization and program management.

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THE CHALLENGE

Taking a strategic approach to business planning and operations

The Medical Affairs team at a top 5 pharmaceutical company realized they needed to transition from a tactical to a strategic approach in their operations. Individual tactics were not consistently effective or adequately tracked. With limited ability to measure how each tactic was performing, the client could not determine their programs' effectiveness—if their messaging reached their targeted HCPs, or if their existing plan would even drive success—which is crucial given the role of Medical Affairs in the pharmaceutical industry. There was not enough clarity on how to prioritize their efforts and resources, making it difficult to allocate the right amount of focus to the right strategies.

BUSINESS NEED

A digital strategy and roadmap for smarter resource utilization and program management

The client reexamined their approach with OZ's proven methodology and framework and 3-step approach:

1. Define a strategic framework

Instead of creating an "omnichannel plan," a strategic framework was implemented. This approach helped the client build consensus—on their vision, mission, goals, KPIs, gaps, opportunities, customer preferences, and other factors they had yet to consider when planning and implementing HCP outreach programs—identify what to focus on and more importantly, why they should allocate resources, time, and budgets to those specific tactics.

2. Bring ideas and people together

A pivotal workshop with all key stakeholders (both internal and external to the organization) was conducted to define the strategic direction. The workshop allowed the team to brainstorm and evaluate potential programs and develop a detailed and strategic roadmap that identified the client's current situation and desired path to success.

The workshop consisted of three key sessions:

- **Current state analysis:** The first session involved a thorough assessment of the client's current business environment, existing programs and tactics, gaps, and areas of improvement. The analysis allowed the team to come to a mutual understanding of their current state before continuing the workshop activities and discussions.
- **Future vision and goals:** In the second session, the team established a clear vision, mission, and specific goals and KPIs to measure progress. They identified the desired outcomes—such as improved HCP engagement, greater brand awareness, and higher-quality data collection and analysis—which helped shape their strategic direction, understand the strengths and weaknesses of their current approach and new initiatives, allowing them to focus on the most pressing issues and highest-value programs.
- **Plan of action:** The final session focused on creating a detailed and actionable roadmap to achieve established goals, leveraging OZ's prioritization and decision-making capabilities. The team identified the necessary steps, resources, and timelines to execute the plan effectively, ensuring each program aligned with the overall vision, mission, and other identified criteria.

Project sponsors took ownership of each selected program's budgets, team, and approach before the workshop concluded, ensuring the chosen tactics could immediately be scheduled into the 12-month plan and 36-month roadmap.

3. Rethink, refocus, and reimagine success

The collaboration between OZ and the client's teams—driven by the OZ methodology and the workshop—facilitated the creation of a forward-looking plan and the implementation of a framework that helps the client make data-driven decisions, positioning them for continued long-term success.

Each program aligns with the overall vision and mission, and current business environment, allowing the client to track the effectiveness of each program's specific impact on the overall success of the Medical Affairs team.

The workshop also fostered a sense of ownership and commitment among the team members, who were actively involved in shaping their strategic direction.

IMPACT

Creating a strategic roadmap and a renewed focus on innovation

OZ addressed legacy issues and modernized the client's processes and procedures, positioning them for continued growth.

- The detailed and strategic roadmap helped the client to fully understand their current situation and their desired state, setting the foundation for the comprehensive 36-month strategic and sequenced roadmap
- Empowered with a clear strategic vision, established goals, and a data-driven framework, the Medical Affairs team can now measure program effectiveness and prioritize efforts. They are now better able allocate resources more effectively, make more informed decisions, and ultimately, improve HCP engagement
- The detailed roadmap and data-driven framework established during this engagement transformed the Medical Affairs team's approach—from tactical to strategic—addressing immediate challenges and positioning them for continued growth and success

HEADQUARTERS
North Chicago, Illinois

INDUSTRY
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FEATURED SERVICES:
Digital Strategy