

Thought-leader Management Excellence: Creating and Maintaining a High-performing External Stakeholder Engagement System

Best Practices, Strategic Benchmarking Research and
Analysis



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Research Objectives and Methodology

Research Objectives:

- ✓ The objective of this benchmarking study is to help biopharma leaders identify excellence in Thought Leader Management system performance.
- ✓ This data will help Medical Affairs leaders develop optimal Thought-leader Management systems across key dimensions:
 - Thought-leader Management structure
 - High performing administration models
 - Communication and Cross-functional collaboration
 - Key components of thought-leader identification, engagement and services
 - Technology enablement for thought-leader management
 - Measuring thought-leader performance

Field Research and Insight Development:

- ✓ Best Practices, LLC engaged 35 biopharma leaders at 31 companies through a benchmarking survey instrument, interviews and a Roundtable discussion

Business Objective:

- 
- Identify the key components of high performing Thought Leader Management systems
 - Assess the impact of structure, administration, internal communication, coordination, engagement and measurement

Over 35 experts worldwide contributed to this study through a survey, interviews and a roundtable meeting discussion

Benchmark Study Companies



Decentralized Thought Leader Management and engagement systems most common, but organizations seek greater centralization to optimize performance

The frequency of current structures and perceived optimal structures for Thought Leader Management systems is maintained across organizations of different size. Large companies (\$10B+ annual revenue) implement decentralized and hybrid systems most frequently (39% each); with identified optimal structures evenly split among hybrid and centralized Thought Leader Management systems. Mid-size organizations (\$1B-\$10B of annual revenue) are mostly decentralized (64%), but seek full centralization for optimal performance (88%). Small companies (Less than \$1B of annual revenue) lean toward decentralization (40%), but universally aspire to centralized or hybrid systems (55%, 45% respectively).

Q5. How is your strategic Thought-leader management and engagement system structured?

Decentralized

Hybrid

Centralized

49%

30%

22%

**Current
Structure**

6) What is the optimal organizational structure for Thought-leader management and engagement?

57%

40%

3%

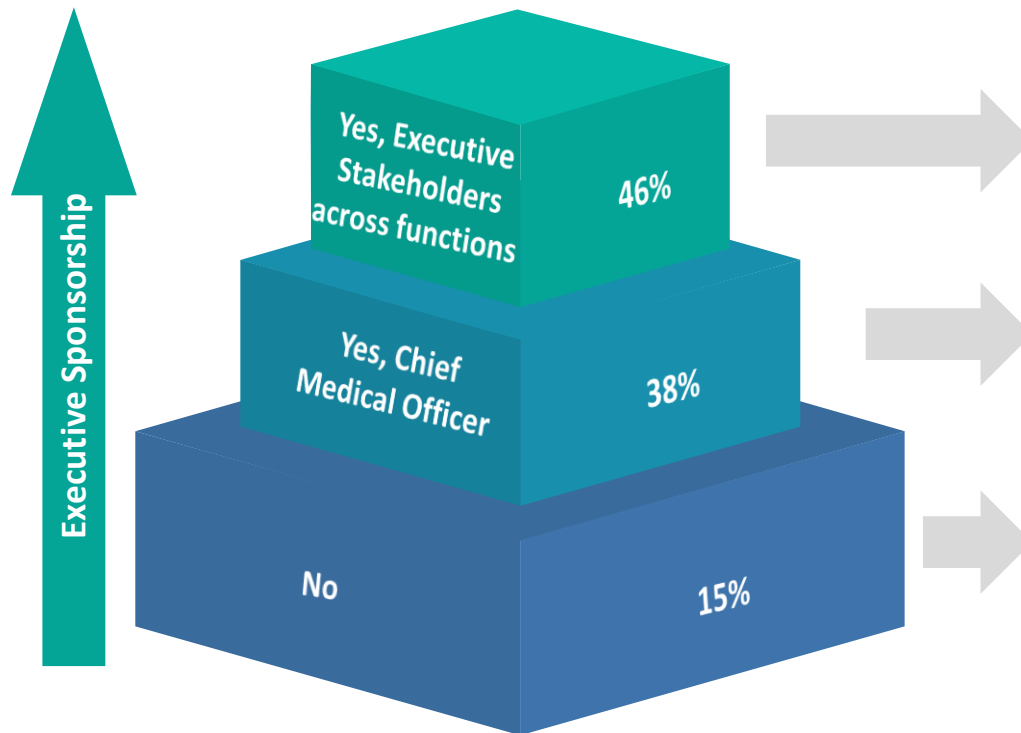
**Optimal
Structure**

Most organizations have executive sponsorship for Thought Leader Management strategy, led by a director.

Q11. Does your company's strategy for Thought-leader management and engagement have executive sponsorship?

Q12. If you have dedicated roles responsible for Thought-leader management and engagement, what is the job level of the person who oversees these roles?

Executive Sponsorship for thought-leader Management and Engagement System



Job Titles Leading thought-leader Engagement, Ordered by Frequency

Director
Vice President
Executive Director

Vice President
Director

Director
Manager

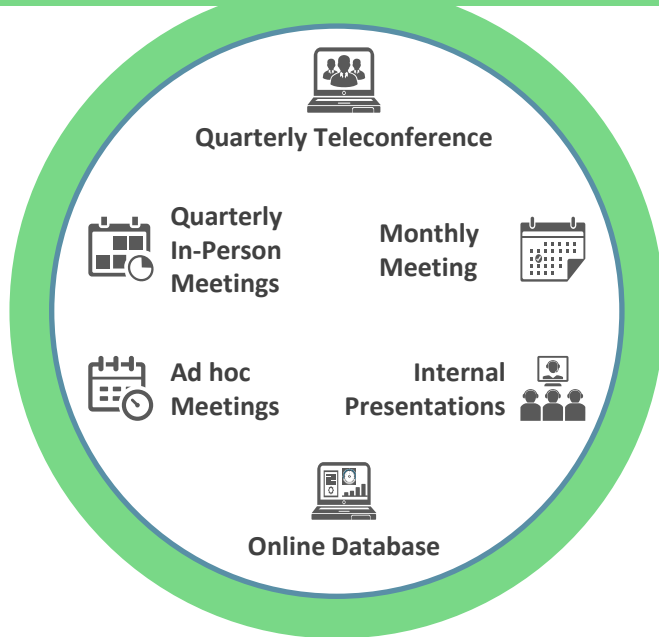
N = 13

Over-reliance on Online Databases and Spreadsheets fosters misalignment

Two types of communication schemes emerged among respondents, (1) those with a diverse group of channels supported by direct communication at least quarterly and (2) groups who mainly relied on online databases with semi-annual meetings or no direct communication. Those relying on online databases and spreadsheets more frequently reported internal coordination issues.

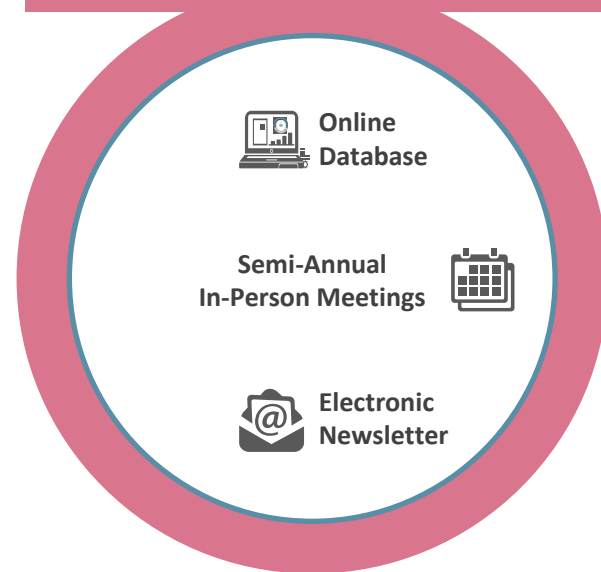
Stronger
Internal
Coordination
on Average

Diverse and Direct Channel Groups



Database Reliant Groups

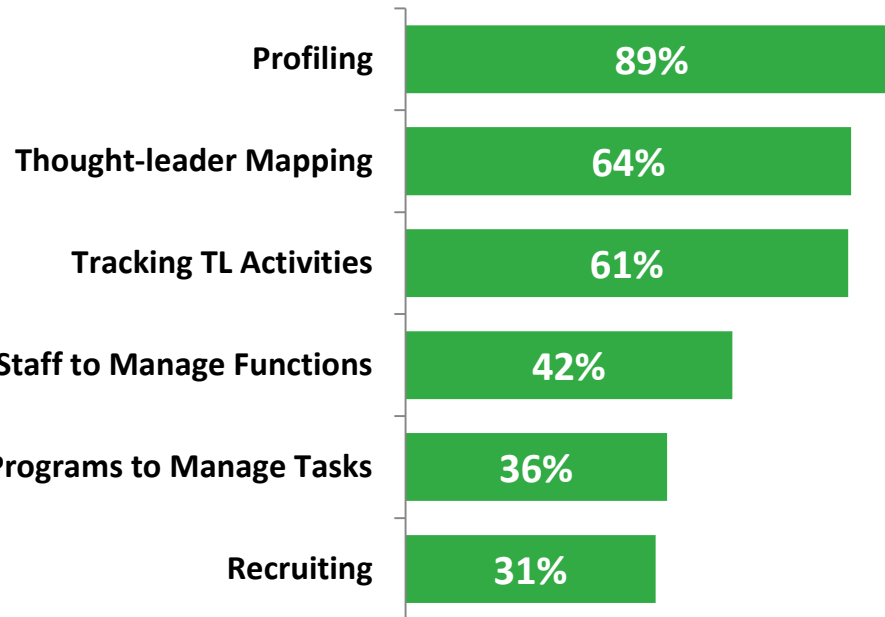
Likelier to
Experience
Internal
Coordination
Issues



Profiling essential to ID'ing and growing TLs. Mature organizations balance standardization with scenario specific needs.

Importance Rating for Each thought-leader Identification/Management Approaches

■ High Importance



On core profiling objectives and situational adjustments:

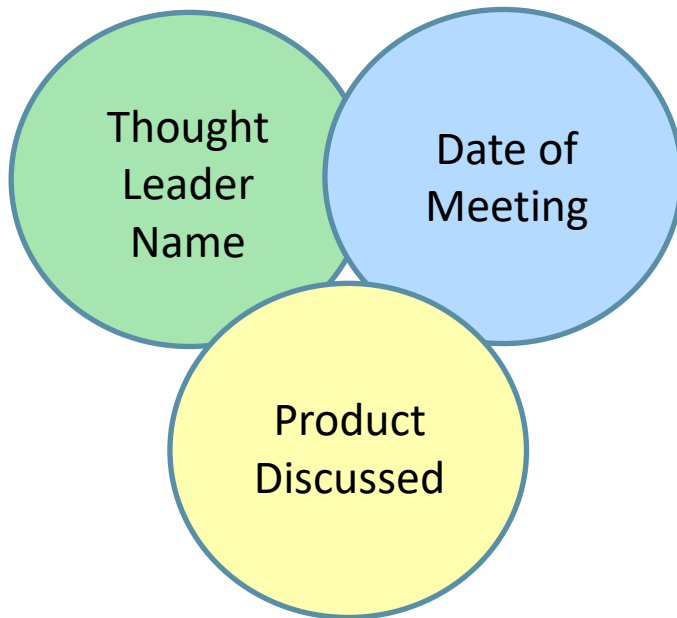
The key things we often need to know are what publications they've had, where they're speaking, what Congress positions they have, leadership roles, what Journal type roles, the patients they're seeing. And then how they interact with the organization and who else they know, who do they reach out to when they need advice. All those different aspects build an understanding who the right people are.

And then it really is very task and product and person specific. So we don't have a standardized way of saying this is the most important across everything. You know, things like publications for certain situations are very important, but for other situations it's not really.

- Senior Director, Medical Affairs

Small changes in interconnectivity with technology systems can lead to big gains for internal alignment

Minimum set of information shared
through tech. systems



On Database Accessibility Across Functions

We're in the process of making those changes now where both field teams, commercial and medical, can now see who they engage, when they engaged and the product name talked about. That's it, just those three.

And at least knowing the who and when and the main product - it's been extremely helpful.

-Senior Director, Medical Affairs



Our company is an internationally recognized Thought-leader in the field of best practice benchmarking. We provide research, consulting, benchmark database, publishing and advisory services to the biopharmaceutical and medical device sectors. We work closely with business intelligence groups. Our work is based on the simple yet profound principle that organizations can chart a course to superior economic performance by leveraging the best business practices, operating tactics and winning strategies of world-class companies.

Best Practices

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