## PUBLICATION EVOLUTION in the pharmaceutical industry

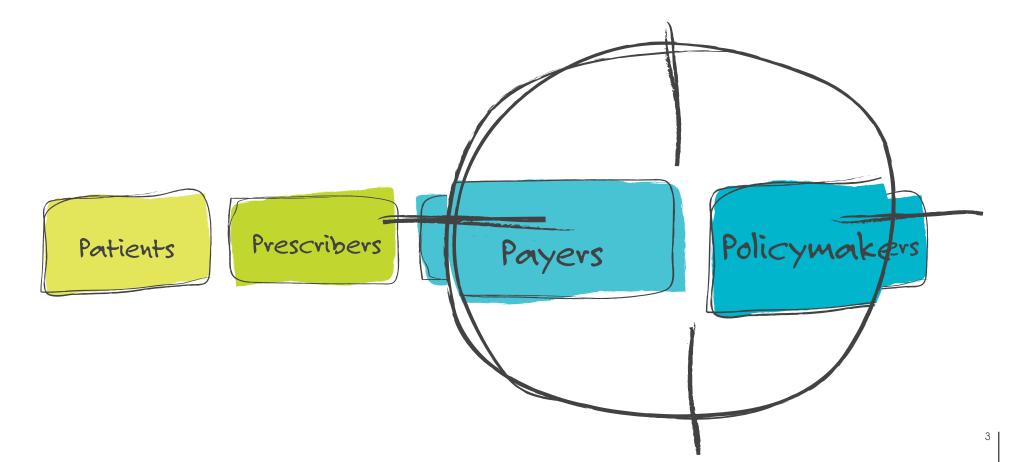


### GOVERNMENT AS CUSTOMER

So, governments are rapidly becoming the pharmaceutical industry's top customer. Yet building trusted relationships with healthcare policymakers and payers in this time of economic and political unrest requires a change of approach from the industry.

Governments are taking drastic measures to cut costs while trying to maintain a high level of healthcare service for their electorates. They're looking to the industry for help; for solutions. But many companies are still playing the traditional role of the vendor.

Pharmaceutical Public Affairs (PA) groups are at the forefront of working with these increasingly critical policy stakeholders. Yet in many cases, companies' management of their relationships with these critical customers falls significantly short of that applied to healthcare professionals.



### INDICATORS OF THE NEED FOR PUBLIC AFFAIRS EVOLUTION

The traditional Public Affairs group fulfils a communication role predominately focused on dealing with policy issues and working with trade bodies. It executes campaigns aimed at policy stakeholders focused on individual issues; and is often called into action to deal with one crisis or another.

However, to develop a long-term strategic approach to shaping the healthcare policy environment the PA function needs to evolve in order to develop the credibility, capability and capacity to deliver its full value. This can be achieved by implementing an approach that:

- Fosters an external environment that's open to innovative medicines
- Takes in to account customer need (policymakers' objectives)
- Provides solutions for policymaker problems that build trust-based relationships
- Partners with mainstream business to support long-term strategic planning

We've noticed that this can often prove challenging, mainly due to a historical lack of investment, but believe that it is crucial to ensuring the function possesses the profile and capability to deal with the changing healthcare environment.

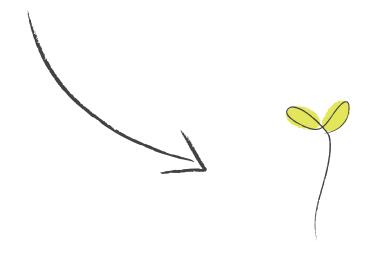


# EVOLVING THE PUBLIC AFFAIRS FUNCTION

Today, the modern PA function needs to balance its focus between mitigating policy issues, maintaining proactive relations with trade bodies and supporting business' commercial goals through preparing optimal policy environments for product sales.

We've unearthed some fundamental factors for evolving Public Affairs groups to better deal with this new world; both in the way they face the external, and the internal:

### **EXTERNAL APPROACH**



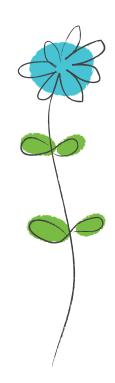


By engaging with policy stakeholders well in advance of a product launch, a positive relationship can begin to be built. Establishing relationships as a long-term partnership divorced from product-specific aims can build policymaker trust in the company, its reputation and its aims; while also supporting a firm's wider portfolio Identification of common ground



### **Identification of common ground**

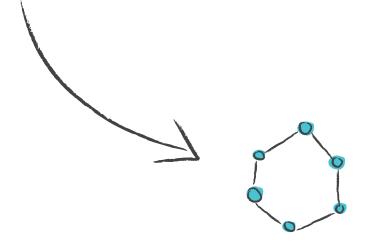
Key to unlocking the conversation with policymakers from cost to value is finding an area of common interest. Identifying where a company can help policymakers with their problems while meeting their own strategic goals can form the basis for a win-win relationship Trusting and transparent relationships with patient, medical and NGO bodies



### Trusting and transparent relationships with patient, medical and NGO bodies

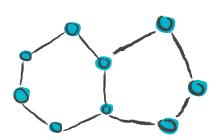
Building strong alliances with patient and medical bodies can build credibility in policymakers' eyes. Where a government department might be unwilling to work directly on a solution with a company it may be open to working with a coalition, and so accessing the innovative potential of a diverse group of stakeholders

### INTERNAL APPROACH



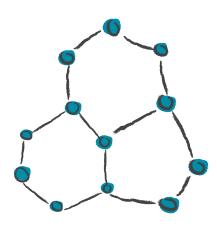
### Integrate with mainstream business

The full value that PA can bring is only realised when the function is able to work closely with other teams across the business. By integrating PA into cross-functional brand teams the business stands a greater chance of understanding what policymakers deem as valuable; and of planning actions to work with policymakers on their problems



### Upscale and professionalise the function

By acknowledging that the approach to PA must be professionalised, the PA function can be empowered to train and coach all employees who interface with policy decision-makers, and so increase understanding of the role of PA amongst those that talk to Governments. Simultaneously, upscale the function to build credibility and the organisation's overall capacity to deal with policy stakeholders



### Recognising that one-size doesn't fit all

As there are many government healthcare service models, the PA processes behind engaging them need to reflect this diversity and be tailored to different countries. Creating flexible process approaches that cater for cultural as well as structural differences will avoid inappropriate and risky engagements with policy stakeholders

We have been helping pharmaceutical companies to unlock their potential for 20 years.

Public affairs function design and process development Leadership coaching Senior executive and stakeholder engagement Organisation design Capability-building Delivering change Project and environment reviews/audits

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