



Where future lies



If you wanted, you could be the “envied first” in the pharmaceutical market. Only three steps separate you from becoming the new industry leader.

1. Patients must play a role when setting strategic objectives

Objective setting in pharma in most cases is around revenue or market share, = outside the company, productivity or profitability, = inside the company. Inside the company means these objectives are within your arm’s length, your direct reach and you can directly impact. This very recent quote from a global pharma CEO illustrates the problem: “... *which is exciting for us commercially and its of course good news for patients as well.*” The mindset of commercial interest only being followed by the patient is a demonstration of pharma’s sore spot. Why not try a different way in the coming strategy- and budget-meetings?

Below sentence could well guide your efforts:

“If you deliver superior value to patients, you deliver superior value to shareholders. But it is not the other way round!” (Roch Doliveux, Honorary-CEO at UCB, eyeforpharma-interview., April 2015)

2. Industry’s structures must mirror the patient-journey

The antiquated separation of departments and business units by pharma’s distribution channel, contradicts patient centricity. Rx-business in the future must include fully fledged contacts to the pharmacy. Sources from IMS to PwC tell us frequently, that the pharmacy plays a major role in therapy-adherence and many other drug-related issues. Additionally, pharmacists in many markets decide which drug / brand they dispense. They already mutated from “dispensing as prescribed” into central decision makers. If this is different in your country, watch out: it will change. Field forces and any other channel in the future will have to include and cover the pharmacist. Such a restructuring exercise will be most beneficial for all involved. It will bring pharma very close to individual patients.

3. KPIs must be aligned

The sentence “... *and what you measure gets done!*” is proven right in business and in every-day life. If patient-centricity should ever become more than a buzz-phrase start measuring it. Sales targets in the past too often have been dead-end streets leading to multiple breaches of codes of conduct and laws. Assumedly this risk will vanish, when your KPIs measure patient-improvement or patient-outcome. Do not let your people hide behind the curtain of legal restrictions: there are ways to measure and improve patient-outcome.

A patient-centric pharmaceutical enterprise is good for patients, helpful for carers, beneficial for payers, rewarding for politicians and governments, and will positively impact your company’s reputation, brand perception and profitability.

In case you need more about concepts, ideas or tools, let me know.