



Global Launch Excellence Programme

A Case Study Demonstrating IE's Collaborative Partnership with a Global Pharmaceutical Company to Deploy a Launch Management Platform.

 SIMPLY DELIVERING
LAUNCH EXCELLENCE

CLIENT

One of the top 10 global pharmaceutical companies, this company is well known for having a strong focus on patients' needs. With around 20 potential launches during the next 5 years, launch excellence is a major priority to underpin the company's future success.

SITUATION

With such a strong and diverse pipeline, the company focuses on ensuring launches are as consistent, efficient and successful as possible. To make this a reality, the company follows a core Launch Excellence Program which is utilised for all launches through global, regional and affiliate teams. A key priority is the alignment of activities throughout regions to ensure launches can be shared between affiliates and, also assessed from a global point of view. To achieve a high standard of launch excellence across diverse launch teams, the quality to which activities are to be achieved needs to be quantifiable and understandable by the teams delivering them. These activities need to be easily tracked so that any delays or issues are identified efficiently so that action can be taken and any impact on the launch timeline can be clearly assessed. Evidence of achievement needs to be as clear as possible and meaningful across geographical and hierarchical boundaries.

One issue that was observed within the company was that many different, offline software applications were being used to follow different parts of the overall launch process. This could lead to version errors where teams would not be following the most up to date version of the plan. This also makes reporting to senior management very difficult to understand and compare due to different systems used by teams around the globe. Needless to say, this method of working did not contribute positively to the company's pursuit of consistency and launch excellence.

NEED

Through discussions with global stakeholders a need of a single web-accessible platform was found to be key. This would need to be agile enough to encompass all the needs of the launch process in one core place. Having invested heavily in a bespoke launch excellence roadmap they also needed to leverage this key asset to best advantage global through to local needs. The company's vision for the software solution was to ensure ongoing organisational and operational excellence to maximise launch success.

SOLUTION

Innovative Edge (IE) partnered with the company to configure and deploy IE's online launch management platform, Ignite. The features needed to meet the company's vision included:

- Ongoing integration with their launch roadmap,
- Visibility of launch progress and success,
- Alignment of activities across regions,
- The highest quality of launch, each and every time,
- Deliver maximum value from the brand through a successful and timely launch,
- Engagement of launch teams through a collaborative process and platform,
- Consistency of future launches within the company by following a core process within one central platform,
- A web based platform which can be used easily and consistently by global, regional and affiliate teams,
- A scalable solution which will be used in the future for further brands and regions,
- A simple, user friendly resource to support efficiency and engage users in different regions,
- A platform which can support local as well as regional and global brand launches.

STRATEGY

Ignite's features support the launch team through the entire brand launch lifecycle from -4 years to +2 years. During the pre-launch cycle, Ignite enables teams to track deadlines whilst collating data which is then used to assess and review in the post-launch cycle as well as enhancing the success of future brand launches.

Each separate phase within a product launch lifecycle requires the team members within that phase to collaborate. Each phase will require activities to be completed in order for it to be achieved and the launch lifecycle to continue. Including all these stages within one software platform enables all individual team members to interact with the platform for their different purposes. This alignment between different roles and functions is key to a successful launch.

As Ignite is rolled out to different brands across global, regional and affiliate levels, the teams can embed their process within the culture of the company. The long-term plan of using Ignite to implement the launch process is to review and identify any gaps within the launch process and action and update these for the next brand or affiliate launch. With supportive training and ongoing configuration, the launch excellence process within the organisation becomes the new *"business as usual"*.

ACTION

The launch process that was designed by the company's launch team includes between 50 and 100 main activities. Ignite needs to provide the facility for global, regional and affiliate teams to build their individual brand launch plans from this menu of activities while also allowing for the adding of further tailored activities for specific teams, brands or localities.

As each launch plan will effectively be unique for each country and brand, the solution must encompass all possible activities required in a launch but also needs to be configurable so that the team can only see relevant activities. This means the team will therefore be very clear on their exact expectations and achievements.

The core elements of the Ignite platform are:

- **Framework Setup** This is where senior team members build their specific brand launch plan from the available agreed menu of activities.
- **Plans** Once the plan has been set up, it is accessible by the launch teams to update and track launch activities, the quality standard needed to complete them, and the latest timeline for launch.
- **Dashboards** Throughout the launch cycle the dashboard summarises global and affiliate activities against the timescale for launch. Each affiliate sees their dashboard and global uses these dashboards to educate regions and their overall progress.

In the launch plan, owners are assigned to each activity which allows for accountability across the team of their individual responsibilities. If any activities are not 'on track' a rationale from the activity owner is required in order to keep communication open and ensure a timely action to get the activity and launch back 'on track', which may include collaboration with senior management.

It was planned that Ignite would be rolled out throughout the company's global and regional teams while prioritising the launch schedule at that time. During the time Ignite was being configured for the initial timeline, the anticipated launch dates of the company's pipeline accelerated. This initiated an alternative way of implementing the Ignite software. The first global brand launch was supported by IE's expert team, with them creating the initial launch process plan for the brand. This decreased the time for implementation by reducing the amount of initial training on the software by the brand launch teams. The users for this brand only needed training on the activity timeline and tracker after the plan had already been created and validated by IE on their behalf. The change in deadlines, prioritising and resources shows how agile IE's way of working is and how flexible the Ignite software can be to allow the launch framework to be useable on a quick deadline whilst retaining all the functionality for the required high standard of launch excellence.

RESULTS

Once team members were trained on the Ignite platform, and given a period of time to use this for their launch excellence process, a feedback survey was taken. Team roles who took this survey included Regional Launch Excellence, Affiliate Launch Leads, Global Launch Team Members and Affiliate Launch Team Members.

When asked to rate the ease of delivering each part of the launch process within Ignite including; building brand launch plans, tracking activities and reporting escalations, a score of 7/10 or higher was given for each process from every survey member.

86% of the survey members were either 'very satisfied' or 'satisfied' with the platform.

Features that were specified to be most useful to the team were a clearly readable dashboard, a real-time visibility of the latest launch plan and understanding which activities were accountable to which team member or function. Also, the ability of the platform to be able to be used for all launches and for priorities to be altered depending on each team's needs were seen as great advantages.

The feedback resulted in features to be added to Ignite's development roadmap to enable a higher level of launch excellence engagement throughout the teams. Some such features were automatic alerts, further relevant nomenclature changes to enable full integration with the internal process, and colour coding enabling. These features along with further upgrades were deployed within a few months of the feedback as IE continued to support the launch teams and help evolve the launch excellence capability throughout the company.

As setting a high standard of launch excellence is a major priority within the company, an internal newsletter was used to communicate the success of the implementation of Ignite throughout the company. In an issue of this newsletter it was confirmed that the new online platform was being deployed for all future global launches within the company.

OUTCOME

This is an ongoing partnership with IE. Currently, the launch excellence process is being reviewed and further feedback sessions with Ignite users are planned. These will enable the ongoing development of features of Ignite to further support and enhance the launch excellence process within the company as it evolves alongside their business model and pipeline realisation.

ABOUT IE

At Innovative Edge, we bring fresh thinking and a unique approach to your launch capabilities. Our team have expertise of working on launches for over 12 years, working with a range of large and small companies within the pharma industry. Our experienced team are ready to help you maximise the potential of your next launch.

Working in partnership with you, IE help you optimise your launch capabilities in three key areas:

- **Plan** – IE facilitates the development and optimisation of agile launch plans, identification and implementation of effective pre and post launch KPIs needed for launch teams to have confidence in delivering an effective, successful launch.
- **Platform** – Ignite, our intuitive launch management platform, drives collaboration through dashboards and roadmaps for global, regional and local teams. Ignite delivers confidence, alignment and clarity throughout the launch lifecycle.
- **People** – IE facilitates team workshops to drive communications, best practice sharing and engagement. We utilise our team's expertise to embed a Launch Excellence mind-set across your organisation.

Combine our expertise with our platform to enhance your launch capabilities and deliver successful launches throughout your organisation. Through combining our experience with an innovative approach, we deliver the confidence you need of getting launch right, first time.

**Our passion is simply delivering
launch excellence!**