

**NOVARTIS P&O BP: CHECKLIST**

This is a compact PDF giving the 101 of Launch best practice. A quick reference for P&O BPs

**The Launch Roadmap**

	EARLY LAUNCH	PRE LAUNCH	LAUNCH	POST LAUNCH
Time to launch	5-3 years	3-2 years	2-0 years	1 year after
Understand	First patient journey, early product strategy, market preparedness →	Global brand strategy	Complete launch strategies →	Track performance →
Key activities	Define roles for launch leads, select candidates	Define Talent Strategy (internal, external) identify key Launch roles and Profiles  Teaming/ Cross functional Collaboration/ Launch Culture	Team Effectiveness/ Work-Life Balance  Retention Plan, proactively track key talents	Resilience and Performance Plan succession

**Your role as P&O BP**

- Be a strategic partner for team and its leader by coaching and consulting to enable sustainable and superior team impact/ performance.
- Understand disease, patient journey and unmet needs, treatment , competition and healthcare systems.
- Be a proactive partner.
- Advise business leaders on strategic workforce planning to support launches with structured and effective resources management.
- Act as one of the key decision-makers in workforce planning.
- Coach Leaders on team culture and leadership expectations to strengthen culture and Values and Behaviours foundations.
- Coordinate and partner with related COEs to ensure reward, development, talent management cycles are applied effectively.

## **Your role across the launch**

### **EARLY LAUNCH**

**Get yourself on board**, proactively initiate the conversation with the Franchise Head and put the Launch Leaders (Medical, Marketing and Access leads) in place.

- Be proactive and do your research. Consult your Franchise Head and other BPs (other country BPs, Regional and Global BPs).
- Leverage all internal and external resources (HR Playbook, Market Excellence team) to get the insights about first patient journey, product knowledge, market access process, competition in the market and examples of other brand specific business insights and P&O specific implications etc.
- Speak to the P&O and business leaders, define the roles and responsibilities of Launch Leaders, the key competencies required and desired profiles.
- Explore internal and external candidates for these roles.
- Work with TODI or Talent Acquisition partner to select the right internal or external candidate.

### **PRE-LAUNCH**

**Define Talent Strategy**, define overall organizational structure and together with your Launch Leader engage in strategic workforce planning.

- Have a conversation with your Launch leader on the roles and capabilities needed in the team.
- Engage and collaborate with Launch Leader in selecting the Access Lead, Medical Lead, Commercial Lead in this process.
- Your knowledge of the product and launch environment can be used to facilitate the dialogue to define the skills and profiles needed. Consider the following questions:
  - Who are you addressing?
  - Who are the stakeholders?
  - What type of market environment is it?

**Support the Franchise Head** to build cross-function collaboration to make the best launch happen.

- Understand the impact of the earlier involvement from cross functions (Medical, Marketing, GDD, Access, Field force, Sales Operations, BPA etc.).
- Use resources that are already available.
- Collaborate with cross functions to make the launch roadmap alive.

### **LAUNCH**

**Provide operational support**

- Hire and select the wider team: collaborate with the respective Talent Acquisition team to provide guidance on talent profiles and special expectations.

- Facilitate talent brokering discussions across Franchises/ Functions/ Business Units and Countries.

**Support the onboarding** of new members.

**Use Team Effectiveness** and Team Booster interventions to build an effective, collaborative team and strengthen the launch team culture.

- Monitor direct competitors: they may be looking for the same talent.
- Manage retention of key talents and manage hirings from the right sources.
- Be proactive, be fast and anticipate – you are playing against a competition so you need to be responsive
- Take time to understand the competitive landscape well.
- Enterprise thinking is crucial in this phase- make the success of the Launch an enterprise priority.

## **POST-LAUNCH**

**Advise business leaders on how to retain team members**, build comprehensive retention strategy.

- Monitor motivation and engagement: facilitate discussion around data, advise business leaders on the right recognition and celebration approach. (OurVoice Results, Team Boosters, use Evolve, HPTs, sharing feedback, support people leaders to be coaches rather than managers)
- Share any best practice you've learned with other franchises.
- Use Team Effectiveness Tools ([go/teambooster](#)): offer feedback and coaching
- Coach business leaders on how to build the right culture in the launch team. Support them to encourage people to be bold, ask questions and innovate
- Plan successions critical roles in the launch team.

## **Tools you will use as P&O BP:**

### **Team Effectiveness ([go/teambooster](#))**

**Team Effectiveness** is an **on-request** survey for teams. It offers precision insights on enablers for team development. It suggests specific actions to promote effectiveness and enhance collaboration, psychological safety, belonging and productivity.

**Team Booster** is a site dedicated to Team Effectiveness. It contains activities designed to help associates, managers and teams work better together. The activities are designed to be integrated into your team meetings or daily 'flow of work'.

Team Booster content is organized into 3 Team Effectiveness pillars and 18 modules under them:

- Purpose and Clarity
- Team Relationships
- Ways of Working

Explore this resource and support your Launch Leads to use the activities

## **The Survey for Team Effectiveness (STE) (go/teambooster)**

STE is a voluntary survey, hosted in Glint, that measures the 12 enablers that influence team effectiveness. This assessment will offer teams precision insights on enablers to focus the attention for their development, by providing specific suggested actions to unleash the team effectiveness

## **OurVoice**

OurVoice is a **quarterly** pulse check to measure progress towards our culture aspiration and engagement levels. We ask Novartis Associates to share how they feel - because it matters!"

## **Team Perspectives**

This is a **bi-annual** survey on Associates reporting to managers with 5+ direct reports. The insights obtained enable managers self-awareness by identifying their strengths and improvement areas as perceived by their team.

## **Talent Dashboard**

The Talent Dashboard brings key talent data from various sources into one place to reduce the time, complexity and inconsistencies associated with reporting. The graphical data snapshots help us to review KPIs, make connections across data sets and inform decision-making with a few clicks.

- Data is managed by People Analytics to ensure accuracy and integrity.
- It allows us to be more proactive and predictive.
- Integrates key areas of Talent Management in one place to view critical KPIs and trends.
- Can be downloaded in various formats ('.pdf', '.xls' and '.jpeg').
- Access to all the P&O associates and eliminates dependency on other teams.

<https://qs-self-ap-prd.novartis.net/analytics/sense/app/fe2f33fe-5572-4075-b125-0c44b32102c0/sheet/2d744066-e499-4687-8ca2-e5cb70a92933/state/analysis>

## **P&O Launch Excellence Sharepoint site:**

This information is for country P&O BPs and their supporting HR Functions and provides information, guidance and resources that apply to all launches with the aim to:

- Embed the Novartis Launch Culture
- Support a clear and consistent, agile and flawless approach to launches
- Win and develop talent with the right mindset and expertise to drive launches

Follow the link below to find information and further tools around:

- Launch Team Effectiveness
- Workforce Planning
- Launch Leaders
- Launch Culture
- Talent Management
- Talent Acquisition & Staffing
- Predictive Talent Risk Assessment

<https://share.novartis.net/sites/hrlaunchexcellence/SitePages/Overview-of-Launch-Specific-CoE-Resources-and-Guidance.aspx?web=1>

### **Leadership Perspectives 360°**

The 360° feedback process solicits and provides confidential feedback from people that work with the 360° participant. It is based on our Leadership Expectations and is a development tool. The target population for the Leadership Perspectives 360° feedback tool includes managers, key professionals and individual contributors who could benefit from receiving focused 360° feedback to support their development.

The LP 360 is also used for:

- Participants of Learning Programs (M1)
- Participants of Leadership Journeys (ULE), although not mandatory

### **Global Launch Roadmap (Go/LEX)**

The Launch Roadmap 4.0 planning framework is a living document. The aim is to continuously review its content and update according to the latest standards and practices that define our Novartis Way of launching, so that we can continue our journey towards becoming a Launch Machine, and the world’s most respected medicines company.

## **Launch Leader Capabilities**

### **Entrepreneurial Insight**

- Create differentiated and disruptive strategies.
- Identifies the strategic imperatives that matter most as well as develop innovative solutions for launch challenges while actively managing uncertainty.
- Get things done. Do the right things yourself and delegate, delay or delete others. When opportunities present themselves act faster than others to take them.
- Be flexible and agile to adapt to market situations.
- Ability to identify and test breakthrough “moonshot” ideas and apply learnings to brand strategy

### **Customer Curious Insight**

- Engage in a continuous learning journey to understand why customers behave as they do, what they value, and identify current and future opportunities.
- Connect the dots – understands stakeholders through advanced research techniques and builds cross functional market understanding.
- Foster an environment of outward curiosity and is flexible / agile at finding solutions that could be deployed at speed (favoring those that have been built before vs creating new ones).
- Make clear choices to pioneer, innovate and anticipate future trends in the therapy area.

### **Inspire and Mobilize**

- Spark excitement and commitment through exceptional story telling.
- Deliver simple, single minded, customer centric focus in a decisive competitive product positioning.
- Shape a single-issue campaign to mobilize pre-launch efforts and deliver a compelling value story to secure timely access.
- Become a true leader in the organization especially at pre-launch alignment between Medical, Access and Marketing functions. Able to mobilize and inspire the broader organization to drive outstanding performance and foster innovation.
- Secure support of country leaders (CPO Head, BU Head etc).