



C.E.L. for pharma  
CENTRE FOR EXECUTIVE LEADERSHIP

# Improve Reputation for Better Results in Pharma

*How Each Business Unit Can Achieve More by Managing Stakeholder Perceptions*



Understand the impact of your company's reputation on sales, stakeholder engagement, market access and government affairs - Learn how to measure reputation and how to improve results with proven strategies & tactics - Know how to get organised and deal with the most common issues.



## Stefan Gijssels

- Former VP Public Affairs of the Janssen Pharmaceutical Companies up to 2016, where he championed one of the industry's most comprehensive global reputation plans.
- Former Chairman of the Trust, Reputation & Compliance Policy Committee of the European Federation of Pharmaceutical Industries and Associations.
- Currently strategy consultant in external leadership and public affairs, designing reputation strategies for pharma companies.

## By Attending This Course, You Will



- 1) Grasp the full meaning of reputation in pharma and be able to anticipate the most critical challenges.
- 2) Understand the impact of your company's reputation on market access, sales, share price, etc.
- 3) Know how to measure reputation and how to translate results into effective action plans.
- 4) Learn who should "own" reputation in your company and how to organise for success.
- 5) Be able to improve your company's reputation with successful tactics and best practices, while knowing the do's & don'ts.
- 6) Know how to deal with the most common issues.
- 7) Learn from discussing real cases in the pharma industry.

## Why You Should Attend

More than any other industry, the life science industry is dependent on the decisions by multiple stakeholders who decide on product approvals, prices and reimbursement schemes, and add legislative and regulatory measures to better control healthcare budgets and services. The opinions formed and decisions made by all the stakeholder groups are based on reputational issues, whether they are doctors, hospital managers, patient groups, politicians, regulators, payers or media. It is therefore of vital importance for any pharma company to measure, manage and build a good reputation among these multiple stakeholders. This is absolutely necessary to be allowed to engage in a dialogue with them, to be listened to, and to co-determine not only the future success of products, but also of the whole company and the context in which you will have to conduct business. Understanding what stakeholders think and expect from your company, and how your company's reputation compares to the competition, is absolutely critical to sustainable business success.

**The Content:** This course will discuss the drivers and attributes of reputation, offer strategies and tactics to improve it, as well as a stepwise approach for implementation, from basic compliance to external leadership. You will be equipped with the concepts and tools to pro-actively improve your company's reputation, which in turn will create a competitive advantage.

**The Expert:** Stefan Gijssels is uniquely qualified to deliver this seminar. He has worked in public affairs for more than 30 years, of which the last 13 years in the pharmaceutical industry. As a consultant at Burson-Marsteller and Weber Shandwick he assisted blue chip companies with international and global reputational challenges, caused by conflicts in society, product issues or organisational changes. He is an experienced trainer, meeting facilitator and moderator. While at McDonald's, he doubled the company's public reputation in one year's time in the middle of the mad cow disease. More recently at the Janssen Pharmaceutical Companies of Johnson & Johnson he designed and implemented one of the industry's most comprehensive global reputation plans by pro-actively aligning the different functions to have a common and purposeful approach to reputation management, which led to demonstrable results to both top-line and bottom-line revenue. Both his theoretical knowledge and hands-on experience will be available to participants, who will appreciate the open and interactive style of his seminar. Stefan also acts as coach and trainer, and he is the author of *The Power of Partnerships. A European Pharmaceutical Perspective on Reaching the Sustainable Development Goals for Health* (Sebio Policy Papers, February 2017).

## Who Should Attend

This course is a must-attend for all senior executives in the pharmaceutical industry, in particular country managers and heads of regional offices, as well as all executives in public affairs, corporate affairs, government affairs, legal departments and corporate communications.

In addition, all pharma executives in functions with great impact on a company's reputation will benefit from attending. This includes managers of Medical Affairs, Regulatory Affairs, Market Access, Marketing & Sales and Business Development.

## Agenda

### 09:30 Welcome & Audience Expectations

### 10:00 What is Reputation?

- Group discussion:
  - What are the components of reputation?
  - Examples from delegates of best practices and worst cases
- Reputation as part of the 3 dimensions of company perceptions: reputation vs. company brand vs. customer experience
- Different stakeholders, different reputations? How to prioritise?
- A formal definition of a pharma company's reputation

11:00 Coffee Break

### 11:15 What is the Value of Reputation? - How to Measure?

- The value of reputation by stakeholder group
- A toolkit to measure reputation
- Opinion surveys – what are the right questions to ask?
- What we can learn from some international surveys
- How to translate reputation into top-line and bottom-line figures

12:30 Lunch

### 13:30 Organising for a Better Reputation

- The reputation ladder: from compliance to industry leadership
- The "soft core": corporate values, culture & management style
- The role of the CEO, the power of cross-functional alignment and internal engagement
- The concept of *External Leadership*

15:00 Coffee Break

### 15:15 How to Improve Reputation – Strategies & Tactics

- The components of a reputation plan
- The competitive framework - within disease areas and at corporate level
- Determining the leadership position
- Share-of-mind and share-of-voice: from peer-to-peer to advertising
- The value of open communication: participation, engagement & transparency
- Campaigning for success

### 16:15 How to Deal with Internal Constraints and External Attacks

- The specific challenges for the pharmaceutical industry: internal and external reputation barriers
- Upholding corporate reputation in a hostile environment
- Dealing with issues

### 17:15 Wrap Up & Take Homes

17:30 Close

## Learning Methodology

The seminar is designed and delivered as an intensive, interactive programme for middle to senior executives.

You will be strongly encouraged to ask questions and bring your own challenges and experiences to the meeting. In addition to learning from Stefan Gijssels' experience and insights, you will gain from sharing knowledge with your peers across the industry.

*One of the most valuable aspects of attending any C.E.L.forpharma course is not only being able to have your specific questions answered by a leading expert, but also having the opportunity to share experiences and have in-depth discussions with your international peers.*

## How To Register

- 1.) Check our website ([www.celforpharma.com](http://www.celforpharma.com)) for the most recent course dates and fees.
- 2.) Click "Register Now" & fill out the registration form with your personal and company (invoicing) details.

*If applicable please add your company's VAT number. We will include this on your invoice, which is needed for your company to reclaim VAT.*

- 3.) Choose a payment method.

- a. If you select "Pay by credit card" we will email you a pro forma invoice and secure payment link.
- b. If you select "Pay by bank transfer" we will email you a pro forma invoice for you to process through your company's payment system.

- 4.) Click [Confirm Registration >](#)

You will receive an automatic confirmation email shortly followed by a personal email with your pro forma invoice and further payment instructions.

## Included in the Registration Fee

- Course Material (Digital & Print Versions)
- Coffee, Tea & Refreshments During the Course
- Lunch During the Course
- Certificate of Attendance Signed by the Expert

## Have Any Questions?



Contact Annelies Swaan for general enquiries, group discounts, and more info.

**email:** [annelies.swaan@celforpharma.com](mailto:annelies.swaan@celforpharma.com)

**call:** +32 (0)2 709 01 42



*This course illustrates the value a good reputation can bring to the company. The real life examples of the trainer and the testimonials of the participants inspire me to match even more the expectations of the stakeholders.*

### Sanofi

Bart Torbeyns, Head Public Affairs Belgium-Luxembourg

Belgium - December 2016



*This course had the perfect size for discussions. Stefan is a true expert and good presenter. His course confirmed we are on the right track with measuring our company's reputation, and offers expert advice for the action plan we will need to apply the findings.*

### Boehringer Ingelheim

Ralf Janssen, Teamleader Business Analysis Primary Care

Germany - December 2016



*It's clear that Stefan is a real expert in the 'Reputation' domain. This course has provided me with an excellent introduction into the dynamics of a company's reputation and how to manage it. I will for sure apply the lessons learned in this course in my future approach towards the stakeholders (regulators + payers).*

Isabelle van der Dussen de Kestergat, Regulatory Affairs Professional

Belgium - December 2016