



EVERSANA™

LEADING AND DECISION-MAKING IN UNCERTAIN TIMES

Team EVERSANA

BY DEFINITION, LEADERS MUST HAVE FOLLOWERS, who are defined as people who must be shown the way. While this is within most leaders' grasps when the road ahead is straight and wide and the destination is visible, more is demanded of them when the road splits and narrows, and dusk falls.

The current crisis presents special challenges to business leaders who have experienced largely smooth sailing for the longest bull market in history. Used to relying on historical data to project the future, and relatively predictable competitive and regulatory events in the world of operations, pharma's leaders have focused on addressing more strategic challenges, adjusting corporate capability, capacity and culture to the uncertain and evolving needs of the industry in terms of patient needs, payer budgets and deliverer processes.

Suddenly immediate needs have obtruded. Furthermore, pharma is in the spotlight as the public looks for miracle cures and instant vaccines. Epidemiological terms are in newspaper headlines.

Politicians dragoon industry spokesmen into supporting their varied, temporary and often unreliable policies. Yet in the meantime, new drugs must continue to be launched, the supply chain must continue to deliver to patients, and candidates must keep progressing through development. All this in a world of uncertain political restrictions, limited manufacturing and distribution, unreliable workforce capacity, and politicians focused elsewhere. Without warning the predictable world of operations, normally supported by controls, data, process and routine is mimicking the messy world of longer-term strategy and its uncertainty. Leaders must think differently and incorporate uncertainty into their decision-making. **Three habits of decision-making must be adopted when incorporating uncertainty:**

- 1 SCENARIO THINKING
- 2 OPTIONS-BASED CHOICES
- 3 TRADE-OFF MENTALITY

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Take the example of supply chains. In many cases these have been optimized, with a pharma company having a single source of supply for active ingredients from China or India and a single manufacturing and tableting facility for APAC. In the drive to lower cost the leader may have assumed unconsciously that the future held no situations in which this chain could be significantly disrupted, and even where a backup link was available they may not have contemplated it could be affected by the very same events. Considering a broader range of scenarios might have led to ideas that, while appearing redundant, improved reliability under multiple improbable events. Further thinking about the possibility of acquiring options such as partnership agreements to be invoked under certain circumstances could lead not only to avoiding disruption but even to advantaged positions versus less careful competitors. However, such approaches would cost more if the improbable events did not occur, and trade-offs of greater average value spread over several scenarios would have displaced a monolithic focus on cost minimization in a single scenario.

It is easy to be wise after the event. But uncertain times continue. How to ensure the effective launch of a product in APAC as different regimes make different choices about returning to business. How to make sure indication sequencing retain the most value under different scenarios. How to restructure plans as development slows or stalls to yield capacity to COVID trials. Which metrics to monitor and how to trade them off. This is the world in which EVERSANA's APAC leaders operate and we have advised hundreds of business leaders how to adapt



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their decision-making to reflect the uncertainties facing them. From framing the decision differently, to extending the analysis to cover a wide range of scenarios and including the uncertainty as part of the valuation, we have created platforms for some of the most challenging choices in asset, portfolio and regional decisions, enabling our clients to make informed trade-offs.

A murky, braided and narrow future is the immediate prospect for pharma leaders in APAC. Adapting operational decision-making to consider all possible routes and obstacles does not offer a magic GPS to the destination, but it ensures that the route selected will perform the best across all scenarios, including supplies, adaptable vehicles and maintaining momentum via anticipation and options.

If you would like to know more about how EVERSANA can help you make choices more effectively in the new world, please contact us and we will be delighted to discuss your situation.

About EVERSANA™



EVERSANA is the leading independent provider of global services to the life science industry. The company's integrated solutions are rooted in the patient experience and span all stages of the product lifecycle to deliver long-term, sustainable value for patients, prescribers, channel partners and payers. The company serves more than 500 organizations, including innovative start-ups and established pharmaceutical companies to advance life science solutions for a healthier world. To learn more about EVERSANA, visit [EVERSANA.COM](https://www.eversana.com) or connect through [LinkedIn](#) and [Twitter](#).

