

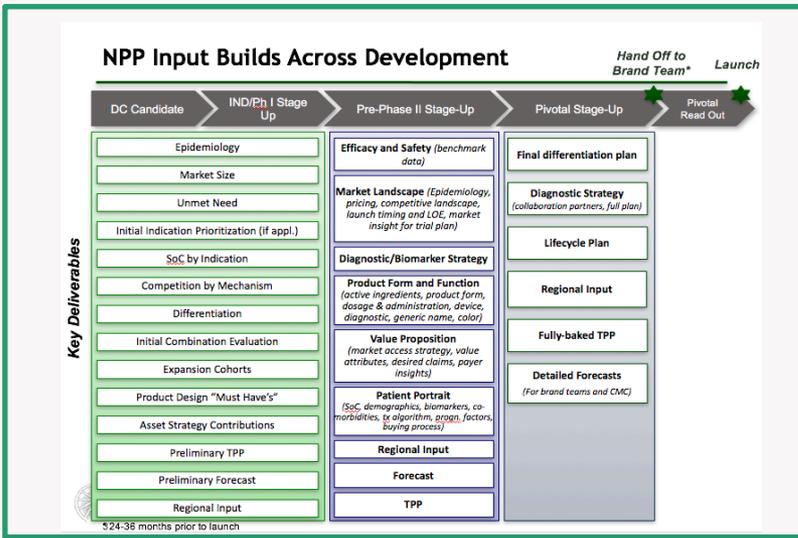
# Case Study: NPP Playbook

## Clearly Defining Activities to Optimize Outcomes

### Highlights

- Cross-functional alignment on NPP roles and responsibilities
- Improved leverage of NPP as a function on product teams
- Intra-function prioritization of activities

### Example: NPP Input by Stage of Development



Socialized Recommendations

Clarified Roles and Responsibilities

Increased Value to the Organization

### SITUATION

A new New Products Planning (NPP) head at a mid-size pharma company faced a daunting challenge: NPP team members were responsible for a long list of tasks to support the many global product teams, with many tasks falling outside what she felt was the NPP purview. Additionally, each team member performed tasks that were different from their fellow NPP colleagues.

Artisan was asked to help develop a playbook in order to:

1. Clarify and prioritize the activities of the NPP team
2. Build cross-functional alignment on NPP roles and responsibilities
3. Optimize the input NPP provides to the product teams

### ARTISAN APPROACH

Artisan conducted a series of 30+ interviews with NPP team members and key internal stakeholders to inform where NPP currently provided value and where they could provide additional value in the future.

Artisan then held a workshop with the NPP team to discuss the findings and share best practices based on their experience. Artisan then closely collaborated with the NPP team to prioritize and clearly define the NPP roles and responsibilities, customized for each stage of clinical development. These findings were summarized and formed the basis of a playbook.

Upon completion of the playbook, Artisan supported a cross-functional meeting with key stakeholders to socialize the playbook findings and to ensure clear guidelines were in place around NPP roles and responsibilities.

### RESULTS

- After introduction of the playbook, the NPP team members reported that:
- Product team engagement dramatically increased
  - Cross-functional colleagues clearly understood the role of NPP and actively solicited input in areas of NPP expertise
  - Requests outside the NPP purview were greatly reduced