

IMMUNOLOGY  
GAME  
CHANGER

HAVE YOU BEEN  
COLLABORATING TO INNOVATE?



The **Take 5** initiative is a challenge to discuss, connect and innovate ideas around new marketing projects.

Here's what it means to Take 5:

- **Develop** an idea, then list your objectives for that idea.
- **Discuss** your idea with a colleague from another franchise. Ask if their team has worked on a similar project and if their projects offer applicable learnings.
- **Connect** with the AbbVie function who supports the broader enterprise to determine if similar work has been done elsewhere.
- **Check** Compass or TIM for similar immunology projects. Use keywords for specific types of tactics.
- **Leverage** sister agency efficiencies. Set expectations and use previous work to negotiate budgets and timelines.



The **Walk the Halls** initiative is a challenge to connect with each other; get up and host a walking meeting / discussion to generate new ideas, foster collaboration, and discover opportunities.

Exercise has been known to promote healthier brain function, so why not Walk the Halls with your team?



# COLLABORATE TO INNOVATE WE ARE ALL IN IT!

## **Tell us about innovations and accomplishments of your nominee(s)?**

The pediatric launch of HUMIRA without citrate buffers was successful because it streamlined the review process; ensured consistency, integrity, and resource efficiency; and outlined clear roles and responsibilities for Marketing teams. The nominees for this award were integral in the development, review, and approval of the CORE MATERIALS that became the basis for the pediatric launch of HUMIRA without citrate buffers: The MHC Value Proposition, the HCP Core Detail Aid, the HCP Leave Behind, and the Patient Leave Behind. Upon finalization of these materials, the same team members were then responsible for about ~80 projects through the system being approved for submission directly to MedReg Final. This small and mighty team accomplished the fastest ever, go to- market in Immunology history.

## **Share examples of how Take 5 and Walk the Halls were leveraged by the team.**

Each person on the team leveraged their own experiences from within 1MMUNOLOGY and from other brand launches to advise the Internal Agency on creative, to offer indication- and stakeholder-specific guidance on materials, and to facilitate communication within their respective. They took on whatever roles necessary and consistently communicated through numerous means. X-Factor and MHC always had a seat at the table and consistently shared updates from their work streams. Walk-the-halls became a daily way of working, as Promo, Medical, and Regulatory functions had regular conversations with the Marketers—they pinged on Jabber, picked up the phone, dropped by desks, and called impromptu meetings throughout the 2–3 weeks while CORE MATERIALS were in process in ePass.

## **What, if any, additional information would you like to share?**

Although nontraditional, this CORE MATERIALS process can become the gold standard for situations where multiple brand teams are involved and time is tight. It is amazing what people can accomplish when the constraints of “how we normally do it” are removed and we harness the power of 1MMUNOLOGY.





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In an effort to identify a potential new partnership with Lantern, a psychosocial application brought to the team by top thought leaders from UPMC, this team built a brain trust that blended HUMIRA Complete and Ambassador expertise with Gastro brand and sales leadership. With tight timelines, they came together to work through the Rapid Iteration process, build a problem statement for our key stakeholders (beyond the walls of AbbVie), identify critical unknowns regarding how the tool could enhance the physician / patient dialogue, and swiftly capture feedback from external stakeholders. After a thorough exploration of potential solutions, the team came back with a strong recommendation for the Gastro Leadership team to enhance our relationships with UPMC, and provide optimal solutions for patients.

## **Share examples of how Take 5 and Walk the Halls were leveraged by the team.**

The team worked swiftly to collaborate cross-functionally and capture information, using the innovation toolkit and resources to put forward a recommendation beyond the scope of their day-to-day roles.

## **What, if any, additional information would you like to share?**

Rapid Iteration is an innovative resource to help teams make decisions quickly, within 2–3 weeks, with minimal resources and information. This is a mentality that should span across the broader enterprise.





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## **Tell us about innovations and accomplishments of your nominee(s)?**

This cross-functional team came together and identified a need to enhance and reinvigorate the First Dose Program for the IAEs and Gastro Family in something we call First Dose 2.0. The team's mission was two-fold: simplify the materials and process to increase access to First Dose for hospitalized IBD patients and to provide clarity and focus within the in-field teams on which accounts are most appropriate for First Dose. This involved joint selection of targeted accounts and detailed action plans created by both the IAE and the Gastro Family team. It also meant creating a first-of-its-kind online portal for obtaining First Dose samples through a first of its kind online portal.

We have already seen improvements since February NSM, with accounts returning to First Dose and some territories experiencing over a 100% increase in year-over-year utilization. We are continuing to identify First Dose potential and provide training and materials to the Gastro teams that cover these accounts.

## **Share examples of how Take 5 and Walk the Halls were leveraged by the team.**

The First Dose 2.0 project involved Take 5 when identifying the need for an electronic portal, reaching out to Sample Management and considering our options. Field and marketing worked together to ensure faster delivery of the samples and the elimination of common errors on the fax forms. This idea is prompted the Creon and Lupron teams to explore a similar portal using the same vendor as 1MM.

In terms of Walk the Halls, the targeting and KAM planning process for First Dose 2.0 was literally created within the hallway between the sales and marketing leadership of the IAEs and Gastro. Now both teams are actively involved with at least one First Dose account each.

## **What, if any, additional information would you like to share?**

First Dose 2.0 truly was a collaborative effort across sales, marketing, MABI, Sample Management and many other functions. The new program has been very well received by the field teams and leadership across the organization. Many of the best practices this team created are now being shared with other franchises and being leveraged to help reduce overall costs for the organization while helping many more patients.





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## **Tell us about innovations and accomplishments of your nominee(s)?**

In alignment with our IBT Objective of protecting and growing HUMIRA's first line share, this team partnered across Rheum and Gastro to generate a Disease Awareness P2P program focusing on the overlap of Extra Intestinal Manifestations (EIMs), and Extra Arthritic Manifestations (EAMs). This groundbreaking DA content clearly identifies HUMIRA's towering strengths and robust indication profile and is also presented by tandem speakers—a Rheumatologist and a Gastroenterologist—to a cross-functional HCP audience. This deliverable is called 'CrossTalk', a prime example of collaboration and innovation ACROSS organizations.

## **Share examples of how Take 5 and Walk the Halls were leveraged by the team.**

With a clear and succinct plan, this group of individuals combined marketing powers to build content, alleviate duplication of spend and efforts, and optimize an effective solution across two sales forces. Rheum marketers were brought in to Gastro ProMo meetings to effectively align review partners from Kick-off to Final.



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NOMINEE  
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## **Tell us about innovations and accomplishments of your nominee(s)?**

We set out to expand our sales force by 50% in 2018. This translated into placing over 113 new representatives into our Field Sales Force. In sourcing talented individuals to join DERM Nation, we set out to identify a diverse group of talent. One cohort we viewed as an underrepresented candidate pool was US Veteran servicemen and servicewomen. This was innovative as this was the first veteran-sourcing strategy that AbbVie has deliberately employed. We worked to understand why the Veteran population is underserved and what makes them great employees. We attended job fairs and worked with the AbbVie Veterans ERG to learn how best to communicate with veteran applicants and understand their military backgrounds.

Our ultimate accomplishment is that we successfully sourced, interviewed, and placed seven Veterans into our DERM Expansion Sales Force and then paired these new hires with veterans at AbbVie as mentors. The feedback has been phenomenal and Rheumatology has since begun following Dermatology's example.

## **Share examples of how Take 5 and Walk the Halls were leveraged by the team.**

This group exemplified "Walk the Halls," as we needed feedback and guidance from multiple stakeholders to prevent us from working in a DERM-only vacuum.

Dermatology worked with multiple groups to discuss veteran talents and needs, to ensure that future expansions would include veteran cohorts, and to create a model for Rheumatology to follow, among other things.

## **What, if any, additional information would you like to share?**

We believe that our approach of working with HR, TA, Diversity and Inclusion Core Team, and the AbbVie Veterans Resource Group in tandem to identify key veteran talent is a best practice that can be utilized across AbbVie. In sourcing strong diversified talent groups, a business function needs input and coordination from Talent Acquisition (sourcing), HR (business partnership) and our ERGs (guidance and feedback) to be successful.

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# COLLABORATE TO INNOVATE WE ARE ALL IN IT!

## **Tell us about innovations and accomplishments of your nominee(s)?**

1MM is focused on developing top talent across our organization by identifying future leaders and expanding opportunities for skill enhancement, organizational effectiveness, and career advancement. What makes this program unique is that each Masters Program Participant is assigned a major or area of development focus and participates in a project that spans the entire year of the program. The participants travel to Chicago for three live meetings of skill development, networking, and program management. In 2017, more than half of the participants were promoted to another role within 1MM or across AbbVie.

## **Share examples of how Take 5 and Walk the Halls were leveraged by the team.**

The team expanded the program in 2018 to be a 1MM Approach. The teams have collaborated to leverage the success of the 2017 program, build upon it and enhance the curriculum. One example of a new approach is to identify projects (11 total) that span all franchises for optimal learning and business impact.





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## **Tell us about innovations and accomplishments of your nominee(s)?**

With an increasing share of voices from the competition, Gastro recognized a need to prepare its sales force to confidently yet compliantly address the reasons, objections and possible misperceptions physicians have about using HUMIRA as a first-line biologic in moderate-to-severe patients with CD and UC. The team approached the idea of developing an Objection Handler and Reactive PI ISA by examining where there was a precedent and aligning it with their needs.

## **Share examples of how Take 5 and Walk the Halls were leveraged by the team.**

The team reached out to learn more about Derm and HCVs, approach to handling objections and then incorporated their practice of addressing product positioning without making head-to-head claims, as well as the ACAA method. The team sought out advice from outside Immunology and collaborated with the HCV team to glean insights on approaching the development of a Reactive PI ISA. The development of Gastro's Objection Handler was inclusive of Sales Leadership to ensure the team had identified the most pertinent objections heard in the field and addressed them in a manner aligned with in-field coaching. The Strategy Team worked on approaches to objections for current competitors and helped lay the strategy for blunting Tofa when it launches in June.

## **What, if any, additional information would you like to share?**

The development of this project included inclusive feedback and input from the field. Gastro engaged their RMs, DMs, DSTs and high-performing representatives from across the nation.



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# COLLABORATE TO INNOVATE WE ARE ALL IN IT!

## **Tell us about innovations and accomplishments of your nominee(s)?**

This cross-functional team came together to develop an innovative solution that allows the sales force to prioritize sales opportunities and enhance their interactions with their customers via two Future Fit capabilities, Digital Transformation and Winning with Data. The team developed Veeva Suggestions, which provides sales reps relevant and timely insights to help them develop an effective approach to customer engagement. This analysis, coupled with the brand team's strategy (segmentation, brand messaging, etc.), provides sales reps critical insights about why customer behavior is changing and recommends the most effective course of action for specific customers. The team just completed a two-month Proof of Concept (POC) with 16 sales reps and received overwhelmingly positive feedback and support to pilot this new capability in order to determine if the solution can be scaled across the entire Gastro Family sales force.

## **Share examples of how Take 5 and Walk the Halls were leveraged by the team.**

The complexity of this project required a partnership with multiple cross-functional teams (BTS, MABI, CE, marketing, sales training, salesforce, operations, etc.) to build, launch and scale Veeva Suggestions. The success the team had would not have been possible without embracing both the Take 5 initiative and the Walk the Halls initiative. Embracing the Take 5 approach, the team leveraged training materials and insights from the Peer Universe POC. In addition, the team collected iReach insights from across 1MMUNOLOGY as they built out Gastro-specific Veeva Suggestions. Embracing the Walk the Halls approach, the team ensured they generated new ideas and fostered collaboration with the sales force by leveraging opportune times to do so (e.g., hosting a lunch workshop during an NSM meeting, as all the POC sales representatives were in one location for the NSM). As a result, the team was able to rapidly iterate and make critical enhancements based on feedback they received from the POC sales representatives.

## **What, if any, additional information would you like to share?**

In the spirit of Collaborating to Innovate, the team is creating Take 5 and Walk the Halls opportunities with other franchises. The team is proactively creating a comprehensive list of best practices and a repository of resources to share with other brand teams as these other teams prepare to launch Veeva Suggestions across 1MMUNOLOGY. In addition, the team plans on hosting a best practice session with

Derm Nation and other business units in order to share learnings and to identify efficiencies as we scale across the enterprise.

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