

RAPS EXECUTIVE DEVELOPMENT

23–26 February 2009 • Haas School of Business at UC Berkeley • Berkeley, California

AGENDA

DAY 1: STRATEGIC MANAGEMENT

Managing in a dynamic environment is one of the greatest challenges facing regulatory affairs professionals today. Changes in international, federal, state and local regulations coupled with demographic shifts, lifestyle changes and technological advances have resulted in a fast change milieu that requires pharmaceutical, biotech, medical device and other like organizations to effectively manage change. Strategic management has become the essential process for coping with external change.

Day 1: Monday, 23 February 2009 STRATEGIC MANAGEMENT	
9:00–10:30 am	Welcome and Introduction Changing Healthcare Environment Kristi Raube, PhD, MPH <ul style="list-style-type: none">▪ Trends in health costs and spending▪ Health status in the US and internationally▪ Policy interventions to control costs and improve health status▪ Implications for product development
10:30–11:00 am	Break
11:00 am–12:30 pm	Strategic Thinking I Steven Weber, MD, PhD <ul style="list-style-type: none">▪ Overview of the strategy process▪ Defining business success▪ Role of innovation in business success
12:30–1:30 pm	Lunch
1:30–3:00 pm	Strategic Thinking II Steven Weber, MD, PhD <ul style="list-style-type: none">▪ Influence and management of external and internal environment and competitors▪ The integrated value-driver model▪ Managing patients, producers and politics
3:00–3:30 pm	Break
3:30–5:00 pm	Decision-making in an Uncertain Environment Steven Weber, MD, PhD <ul style="list-style-type: none">▪ Scenario planning exercise: What are the limits of healthcare?▪ Explore the multiple uncertainties in the healthcare environment▪ Isolate the intersections of the most important and uncertain issues▪ Experiment with strategies that optimize for that kind of uncertainty
5:30–7:00 pm	Opening Dinner

DAY 2: CORPORATE SOCIAL RESPONSIBILITY AND HIGH PERFORMANCE TEAMS

It is increasingly recognized that the managerial decision-making process in business needs to take into account a wide range of criteria relating to the financial, environmental and social implications of business operations. There is a growing body of research indicating that a visible commitment to Corporate Social Responsibility (CSR) has clear implications for corporate bottom lines. Still, companies face the fundamental challenge of embedding CSR into day to day operations as CSR is a complex and multi-faceted array of business issues. The success of any business relies heavily upon high-performance teams. Participants will explore the dynamics of collaboration in departmental, cross-functional and dispersed teams. They will learn to plan effectively and take collective ownership for team performance.

Day 2: Tuesday, 24 February 2009 CORPORATE SOCIAL RESPONSIBILITY AND HIGH PERFORMANCE TEAMS	
9:00–10:30 am	Framework for CSR Kellie McElhaney, PhD <ul style="list-style-type: none"> ▪ Overview of Strategic Corporate Social Responsibility (CSR) ▪ CSR versus Philanthropy, Ethics and Volunteerism ▪ Implementing Strategic CSR with Your Company ▪ Risks and Challenges ▪ Organizational Culture and Change
10:30–11:00 am	Break
11:00 am–12:30 pm	Alignment between CSR and Corporate Strategy Kellie McElhaney, PhD <ul style="list-style-type: none"> ▪ Pfizer Global Fellows Program ▪ Medtronic and Volunteermatch.com ▪ Healthcare Payor Benchmarking
12:30–1:30 pm	Lunch
1:30–3:00 pm	Team Behavior: Feedback and Conflict Management Laura Kray, PhD <ul style="list-style-type: none"> ▪ Conflict in teams ▪ Learning vs. Performance orientations ▪ Escalation of commitment ▪ Risk Framing
3:00–3:30 pm	Break
3:30–5:00 pm	Organizing and Leading Dispersed Teams Laura Kray, PhD <ul style="list-style-type: none"> ▪ Harnessing a team's collective intelligence ▪ Psychological safety ▪ Team problem solving simulation

DAY 3: MANAGING IN AN INTERNATIONAL ENVIRONMENT

As organizations and their suppliers and clients become increasingly international, the ability to manage cross-cultural issues is critical. Specifically, we will focus on the new rules of “superflexibility” needed for strategic and organizational agility and continuous adaptation. The goal is to explore practical frameworks and actionable tools for succeeding in the new world of international business.

Day 3: Wednesday, 25 February 2009 MANAGING IN AN INTERNATIONAL ENVIRONMENT	
9:00–10:30 am	Emerging Trends in International Business Peter Wilton, PhD <ul style="list-style-type: none"> ▪ Evolution of global companies: ethnocentric, polycentric, regiocentric, geocentric ▪ Global teams as an essential business building block ▪ Global interconnectedness through IT
10:30–11:00 am	Break
11:00 am–12:30 pm	International Business and New Market Entry Peter Wilton, PhD <ul style="list-style-type: none"> ▪ Framework for assessing international business opportunities ▪ Developing a new market entry plan
12:30–1:30 pm	Lunch
1:30–3:00 pm	International Business and Multi-Cultural Stakeholder Management Peter Wilton, PhD <ul style="list-style-type: none"> ▪ Frameworks for evaluating stakeholders
3:00–3:30 pm	Break
3:30–5:00 pm	International Business, Geo-Dispersed Teamwork and Global Partnering Peter Wilton, PhD <ul style="list-style-type: none"> ▪ Profiles of global super-flexible teams ▪ Regulatory challenges in an international context, focus on E. Europe, Russia and China

DAY 4: CREATING INNOVATIVE CUSTOMER SOLUTIONS

Understanding changing customer behavior and needs is critical to continued growth. As your company shifts its focus to different target populations or new indications, it will also need to consider how it shifts its branding, messaging and channels while assessing new market opportunities.

Day 4: Thursday, 26 February 2009 Creating Innovative Customer Solutions	
9:00–10:30 am	Understanding Customer Needs: Innovative Market Research Techniques Rashi Glazer, PhD, MBA <ul style="list-style-type: none"> ▪ Market segmentation methods ▪ Designing a product-market positioning space ▪ Alternative positioning strategies ▪ Fundamentals of competitive analysis
10:30–11:00 am	Break
11:00 am–12:30 pm	Customer-Centric Marketing and Operations Rashi Glazer, PhD, MBA <ul style="list-style-type: none"> ▪ Fundamentals of customer/consumer behavior ▪ Distinguishing between product features and customer benefits ▪ Developing a sustainable value proposition ▪ A framework for customer analysis
12:30–1:30 pm	Lunch
1:30–3:00 pm	Market Positioning and Product Pricing Rashi Glazer, PhD, MBA <ul style="list-style-type: none"> ▪ Integrating R&D and marketing ▪ The value-added chain ▪ Distribution channel selection ▪ Pricing options
3:00–3:30 pm	Break
3:30–5:00 pm	Creating and Maintaining Linkages with Product Development Rashi Glazer, PhD, MBA <ul style="list-style-type: none"> ▪ The role of the plan in marketing decision-making ▪ The structure of a product-market plan ▪ Evaluating product-market plans ▪ Challenges in the implementation of plans ▪ Engaging the organization in the process