



Professional Development in the Times of HEOR Evolution

Welcome to FastFacts!

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Today with you

Natalia Scherff

- Career & leadership coach, working predominantly in the Pharmaceutical Industry across the Globe.
- 20+ years of experience in corporate talent management and at the top executive search & leadership advisory firm.
- Last 4 years focused on executive recruitment and succession planning for Global, Regional, and Key Markets Access & HEOR leadership roles at Novartis.
- Coaching Education at INSEAD (ongoing)
2 Master's Business Degrees from Moscow and Frankfurt.



Coach Scherff

Herbert Altmann

- VP Market Access & Healthcare Consulting Europe at Pharmalex / Cencora, since 2023, where he successfully engages with Pharma and BioTech companies, bringing innovative medicines to patients with unmet medical need as fast as possible.
- After obtaining PhD in Chemistry from Munich University (thesis: Gentechology), Herbert filed a patent and co-founded a Biotech company.
- 10 years at 3M Innovation and Amgen in different International & Global leadership roles
- 17 years at Novartis, last 10 years as the Head of Value & Access Europe, member of the European Executive Committee. HEOR was a part of Market Access function.



Today's Key Objectives

1 Hear about development paths and patterns of HEOR & Access Top Leaders and Experts in Pharma

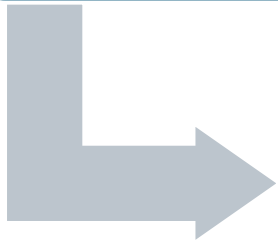
2 Discuss the opportunities and challenges you might face



Our analysis: narrowing down

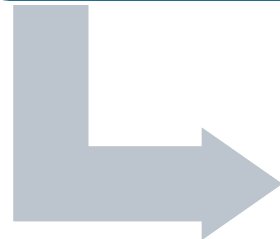
Step 1: General observations

- Analysis of 20 profiles of VPs HEOR / RWE, identifying typical career paths



Step 2: Structured interviews

- Interview: 4 questions to 10 VPs HEOR /RWE



Step 3: Individual story

- Herbert's perspective, as the Market Access Executive

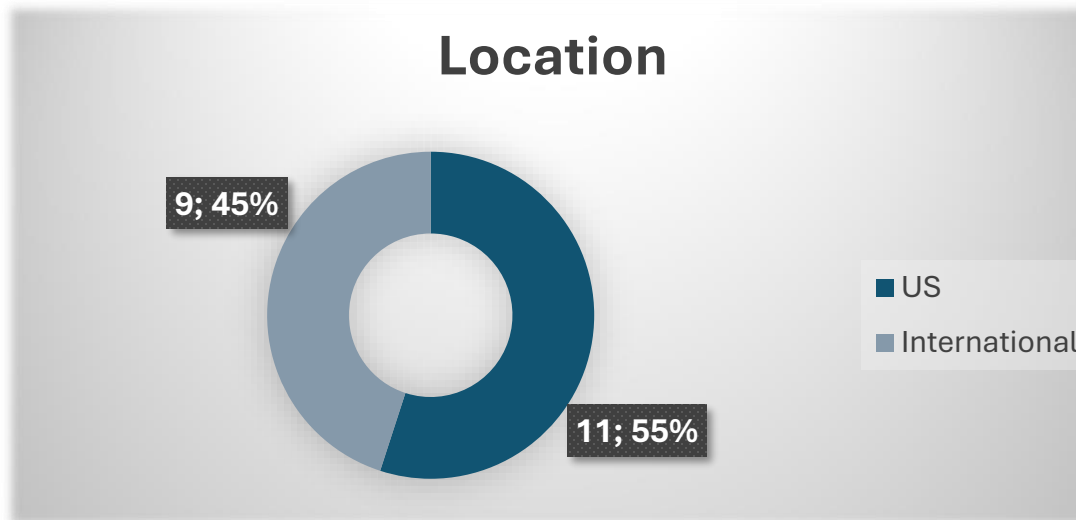


Step 1

Analysis of 20 profiles of top leaders

heading HEOR / RWE functions

@ Big & Mid Pharma, and Biotech around the world *

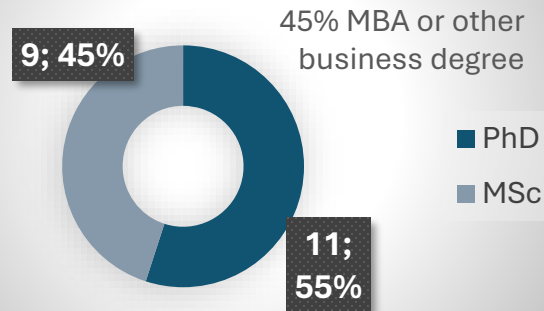


- 1. Education**
Do they all have a doctorate?
- 2. International Experience**
Have they worked in one country?
- 3. Global vs. Local**
Had they done an in-country role?
- 4. X-Functional Experience**
Functional breadth beyond HEOR?
- 5. Companies Experience**
Have they grown at one company?
- 6. Industrial Breadth**
Have they always worked in Pharma?

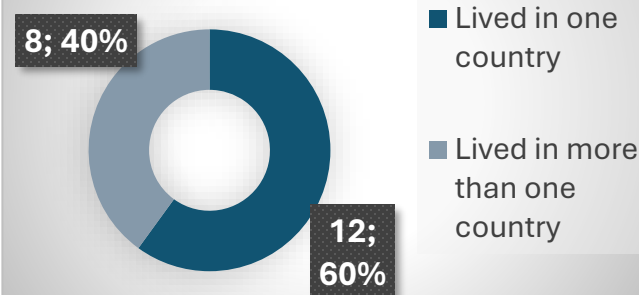
* Only publicly available information was used for this research. Source: www.linkedin.com

Facts and patterns analysis

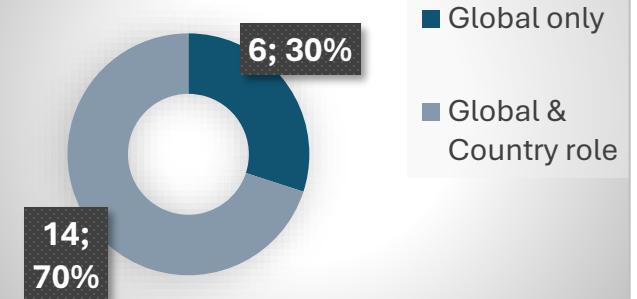
Education



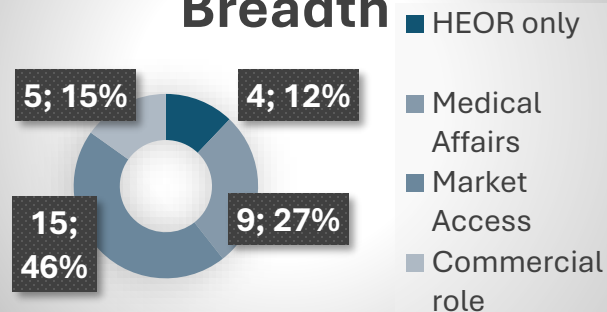
Internationality



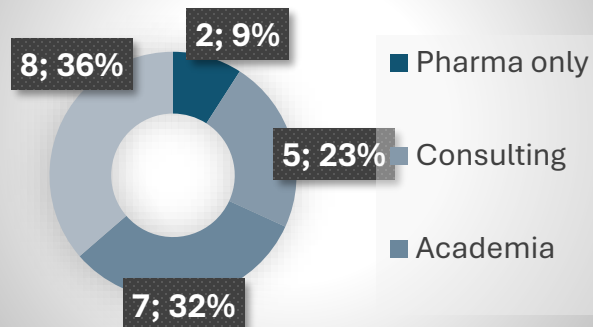
Global vs. Local



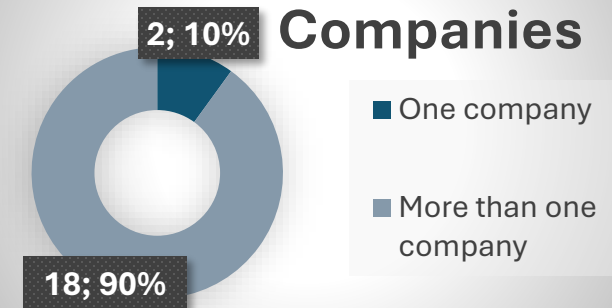
Functional Breadth



Industrial Breadth



Number of Companies



Leaders have developed professional breadth

Step 2

I asked 10
leaders 4
questions:

1. **Your „success factors“:**
3 things that helped you get to the level you are?
2. **Your expectations from younger professionals:**
3 things you expect from experts and leaders from the very beginning of their work in your organization?
3. **Profession evolution since you've started:**
3 major things that have changed and affected your work?
4. **What would you have done differently, knowing the current trends?**
What you were missing at that time to have taken those steps?



Step 2

Answers summary

1.

„Success factors“:

- ✓ Broadening perspectives through working x-functionally
- ✓ Building strong relationships
- ✓ Curiosity, adaptability, active listening, and negotiations skills.

2.

Expectations from younger colleagues:

- ✓ Be open-minded, ask questions, proactively help your manager
- ✓ Test small, then scale
- ✓ Communicate technical concepts easily
- ✓ Seek stretch assignments, e.g. in access.

3.

What has changed:

- ✓ Increased visibility and demand for HEOR
- ✓ Advances in methods and technology
- ✓ Interconnections between disciplines.

4.

What would you have done differently:

- ✓ Focus on relationships and communication
- ✓ Enable mobility and broadening roles
- ✓ More mentorship, coaching, and learning.



Step 3

Perspective of Market Access Executive



1.

„Find your purpose“:

- ✓ Already during school and afterwards at University I wanted to bring innovations to patients
- ✓ Stay curious, in learning mode, and define a vision.
- ✓ Reflect continuously to finetune your journey.

2.

„Collaboration is key“:

- ✓ Leverage diversity and team up x-functionally
- ✓ Build, maintain and enjoy strong relationships
- ✓ Support others to grow – celebrate together.

3.

„Focus and stay nimble“:

- ✓ Understand “problem to solve” and build a “solution hypothesis”.
- ✓ Prioritize and focus on impact – reflect and adapt, as necessary.
- ✓ Stay curious & authentic, listen actively, inspire others and role values & behaviours

4.

„Think bold“:

- ✓ Be ambitious and think big.
- ✓ Define how success will look like.
- ✓ Be creative and stay close to innovation.
- ✓ Prepare for mistakes and show your vulnerability.

Closing the session: let's discuss!

Key Takeaways

1. Professional development can be an exciting and inspiring journey, once you put yourself in the driver's seat.
2. Professional breadth can help you succeed in your current and future job, or shall you decide to take a career pivot.
3. To differentiate, together with the deep technical and clinical expertise, it is important to develop good understanding of both internal and external eco-system together with critical soft-skills.

Your questions or comments?

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Thank you very much!

