

Balanced Entry Strategy Map: Evaluation Collaboration Effectiveness

Collaborator A										Collaborator B													
Common Vision																							
outcomes	Financial				Customer/ Stakeholder				Collaborative				Financial				Customer/ Stakeholder						
	OB		AC		OB		AC		Fin	Cus		Fin	Cus		OB		AC		OB		AC		
	D	C	D	C	D	C	D	C	O	A	O	A	O	A	O	A	D	C	D	C	D	C	D
activities	Internal Processes																						
	OB				AC				OB	AC		OB	AC		OB				AC				
	D		C		D		C		OB	AC		OB	AC		D		C		D		C		
	Learn & Growth																						
	OB				AC				OB	AC		OB	AC		OB				AC				
	D		C		D		C		OB	AC		OB	AC		D		C		D		C		

OB: objectives

AC: actions

D: descriptions

C: checkbox

Balanced Entry Strategy Map: Evaluation Collaboration Effectiveness

Collaborator A								Collaborator B							
Mutual Vision															
Vision								Vision							
Customer/ Stakeholder Perspective				Financial Perspective				Customer/ Stakeholder Perspective				Financial Perspective			
Objectives		Actions		Objectives		Actions		Objectives		Actions		Objectives		Actions	
D	C	D	C	D	C	D	C	D	C	D	C	D	C	D	C
Internal Processes															
Objectives				Actions				Objectives				Actions			
Description		Checkbox		Description		Checkbox		Description		Checkbox		Description		Checkbox	
Learn & Growth															
Objectives				Actions				Objectives				Actions			
Description		Checkbox		Description		Checkbox		Description		Checkbox		Description		Checkbox	

Improve lives of patients in sickness and health, in and out of hospital while maintaining a healthy pharmaceutical community							
Pharmaceutical Companies							
Maintaining healthy pharmaceutical community							
Financial Perspective				Customer/ Stakeholder Perspective			
Objectives		Actions		Objectives		Actions	
➤ Increase brand sales	X	➤ //	X	➤ Improve patient outcome	X	➤ //	X
➤ (S3 +S4) Reduce competitors in same therapeutic area	✓ (S3✓ / S4✓)	➤ M:Establish official exclusive partnerships with health system (S4)	✓	➤ Retain customers	✓	➤ //	X
				➤ Build trust with customers	✓	➤ Resource commitment	(P2:✓)
				➤ Improve patient satisfaction score	✓	➤ quality-based payments	✓
Internal Processes Perspective							
Objectives			Actions				
➤ Gain real-world product insight	✓		➤ P1: Collect real-world experience data (S2)	✓ (P1:✓)			
➤ (S1+ S2): Gain access to data and results of comparative effectiveness studies	✓ (S1✓/ S2✓)		➤ FrCo: Collect patient data and to measure patient engagement	FrCo:✓			
➤ Establish preferred brand status	X		➤ //	X			
➤ Demonstrate drug value (P2)	✓		➤ Enroll patients in clinical trials to develop new clinical evidence	✓			
Learn & Growth Perspective							
Objectives			Actions				
➤ Build an IT support system to analyze patient data and enable pay-for-performance contracts (P1)	✓		➤ Hire IT talents and initiate project team	✓			
➤ Leadership that favour collaboration	✓		➤ Perform consultations on system construction	✓			
			➤ Existing	✓			

Improve lives of patients in sickness and health, in and out of hospital while maintaining a healthy pharmaceutical community							
Health System							
Improve lives of patients in sickness and health, in and out of hospital							
Financial Perspective				Customer/ Stakeholder Perspective			
Objectives		Actions		Objectives		Actions	
				➤ Improve out-patient services	X	➤ // ➤ //	X
				➤ Safe and quality drug supply	X		X
Internal Processes Perspective							
Objectives			Actions				
➤ P1: Communicate health system needs and objectives ➤ (S1+ S2) Gain access to data and results of comparative effectiveness studies ➤ (S3+S4) Standardize Clinical pathway	✓	(S1✓/ S2✓) (S3✓/ S4✓)	➤ Meetings with pharmaceutical partners ➤ Collect patient data and to measure patient engagement (S1) ➤ Establish official exclusive partnerships with health system (S3)	✓ (P1:✓)			
	✓			✓			
	✓			M:✓			
Learn & Growth Perspective							
Objectives			Actions				
➤ Build communication protocol to interact with pharmaceutical partners (P1)	✓		➤ Hire IT talents and initiate project team ➤ Select potential partners and arrange meetings	✓			
				✓			

- P: Prerequisite (some objectives require the success/ completion of another as a necessary to achieve)
- S: Shared effort (achievement of objective require completion of multiple actions)
- FrCo: From collaborator

Improve lives of patients in sickness and health, in and out of hospital while maintaining a healthy pharmaceutical community							
Pharmaceutical Companies							
Maintaining healthy pharmaceutical community							
Customer/ Stakeholder Perspective (Focus: Patients)				Financial Perspective			
Objectives		Actions		Objectives		Actions	
➤ Improve patient outcome	X	➤ //	X	➤ Increase brand sales	X	➤ //	X
➤ Retain customers	✓	➤ //	X	➤ (S3 +S4) Reduce	✓	➤ M:Establish official	✓
➤ Build trust with customers	✓	➤ Resource commitment	(P2 :✓)	➤ competitors in same	(S3✓	➤ exclusive partnerships	
➤ Improve patient satisfaction score	✓	➤ quality-based payments	✓	➤ therapeutic area	/ S4✓)	➤ with health system (S4)	
Internal Processes Perspective (Focus: data collection)							
Objectives			Actions				
➤ Gain real-world product insight	✓		➤ P1: Collect real-world experience	✓ (P1:✓)			
➤ (S1+ S2): Gain access to data and results of comparative effectiveness studies	✓ (S1✓/ S2✓)		➤ data (S2)	FrCo:✓			
➤ Establish preferred brand status	X		➤ FrCo: Collect patient data and to measure patient engagement	X			
➤ Demonstrate drug value (P2)	✓		➤ //	✓			
			➤ Enroll patients in clinical trials to develop new clinical evidence				
Learn & Growth Perspective (Focus: increase technological capabilities)							
Objectives			Actions				
➤ Build an IT support system to analyze patient data and enable pay-for-performance contracts (P1)	✓		➤ Hire IT talents and initiate project team	✓			
➤ Leadership that favour collaboration	✓		➤ Perform consultations on system construction	✓			
			➤ Existing	✓			

Improve lives of patients in sickness and health, in and out of hospital while maintaining a healthy pharmaceutical community							
Health System							
Improve lives of patients in sickness and health, in and out of hospital							
Customer/ Stakeholder Perspective (Focus: Patients)				Financial Perspective			
Objectives		Actions		Objectives		Actions	
➤ Improve out-patient services ➤ Safe and quality drug supply	X	➤ //	X				
	X	➤ //	X				
Internal Processes Perspective (Focus: data collection and standardization)							
Objectives			Actions				
➤ P1: Communicate health system needs and objectives ➤ (S1+ S2) Gain access to data and results of comparative effectiveness studies ➤ (S3+S4) Standardize Clinical pathway			✓	➤ Meetings with pharmaceutical partners ➤ Collect patient data and to measure patient engagement (S1) ➤ Establish official exclusive partnerships with health system (S3)	✓ (P1:✓)		
			✓ (S1✓/ S2✓)		✓		
			✓ (S3✓/ S4✓)		M:✓		
Learn & Growth Perspective (Focus: improve communications)							
Objectives			Actions				
➤ Build communication protocol to interact with pharmaceutical partners (P1)			✓	➤ Hire IT talents and initiate project team ➤ Select potential partners and arrange meetings	✓		
					✓		

Collaborative Efforts Against MDR-TB: Lilly MDR-TB Partnership and TB Drug Discovery Initiative (TBDDI)						
Mission: To combat the growing MDR-TB pandemic and to support the Global Plan to Stop TB						
Patient Perspective						
P/Ob/01: Access to quality and affordable MDR-TB drug supply						
P/Ob/02: Fulfilling community needs in primary care						
	Inputs	Trigger	Alignment	Outcomes	Trigger	Alignment
TB patients				➤ P/Out/01: immediate access to lower priced quality treatments	F/In/03	P/Ob/01
				➤ P/Out/02: receive more efficient TB diagnosis and treatment	LG/In/01 +	P/Ob/02
				➤ P/Out/03: shorten delays in care-seeking behaviour	LG/In/02 +	
				➤ P/Out/04: half TB mortality in Voronzeh, Russia (2000-2015)	LG/Out/03	
Financial Perspective:						
F/Ob/01: Lowering drug manufacturing costs						
	Inputs	Trigger	Alignment	Outcomes	Trigger	Alignment
Eli Lilly	➤ F/In/01: \$120 million USD investment into partnership		IP/Ob/01 LG/Ob/01			
	➤ F/In/02: Additional \$15 million USD into TB Drug Discovery Initiative (S1)					
	➤ F/In/03: Subsidized price for capreomycin and cyloserine (second-line antibiotics against TB)		P/Ob/01	➤ F/Out/01: End prices above subsidized prices	X	X
High-burdened countries				➤ F/Out/02: using local ingredients reduce final API costs (China)	IP/In/02	F/Ob/01
Internal Processes Perspective:						
IP/Ob/01: Accelerate early-stage drug discovery						
IP/Ob/02: Moving manufacturing closer to patients with urgent needs						
	Inputs	Trigger	Alignment	Outcomes	Trigger	Alignment
Eli Lilly	➤ IP/In/01: Made compound library and research tools available to all program		IP/Ob/01	➤ IP/Out/01: Increase efficiency for compound screening for identification of new clinical	IP/In/01	IP/Ob/01

	members (S2)			candidates (S1+S2)		
	➤ IP/In/02: Technology transfer on drug manufacture		IP/Ob/02			
Partner Organizations	➤ IP/In/03: Co-developing compounds with the Initiative or contributing research tools for TBDDI		IP/Ob/01	➤ IP/Out/02: Increase efficiency for compound screening for identification of new clinical candidates (S1+S2)	IP/In/01	IP/Ob/01
High-burdened countries				➤ IP/Out/03: Local manufacturing plants in China, India, Russia and South Africa	IP/In/02 + LG/In/01	IP/Ob/02
Learn & Growth Perspective LG/Ob/01: Improve healthcare provision quality						
	Inputs	Trigger	Alignment	Outcomes	Trigger	Alignment
Partner Organizations	➤ LG/In/01: Provide training in Good Manufacturing and Good Business Practices	IP/In/02	P/Ob/01 IP/Ob/02	➤ LG/Out/01: Receive additional data and resources sponsored by National Institute of Health (NIH)	IP/In/03	IP/Ob/01
	➤ LG/In/02: Healthcare professional education program ➤ LG/In/03: Advocacy programs: raising awareness		LG/Ob/01			
High-burdened countries	➤ LG/In/04: Local hospitals join training programs		LG/Ob/01	➤ LG/Out/02: Employment opportunities for locals	IP/In/02	IP/Ob/02
				➤ LG/Out/03: training of 19,000 nurses, 1,000 physicians and 300 hospital managers	LG/In/02 + LG/In/04	LG/Ob/01

Orange: Initiating the collaboration

Red: TBDDI progress

Blue: Lilly subsidizing antibiotics

Grey: Technology Transfer from Eli Lilly to high-burdened countries

Green: Improving local healthcare provision

Unsuccessful Pharmaceutical Buyer-Supplier Collaboration

Mission: no collaborative mission is confirmed

Customer Perspective

	Inputs	Trigger	Outcomes	Trigger
Supplier	➤ C/In/01: Receive government orders		➤ C/Out/01: Prevent penalty	C/In/01 → IP/In/02
Buyer			➤ C/Out/02: Low purchase order fulfillment	

Financial Perspective:

	Inputs	Trigger	Outcomes	Trigger
Supplier				
Buyer			➤ F/Out/01: Poor sales performance ➤ F/Out/02: High distribution costs ➤ F/Out/03: Financial losses from expired products (USD \$402 million in 2011)	IP/In/01 + IP/In/02

Internal Processes Perspective:

	Inputs	Trigger	Outcomes	Trigger
Supplier	➤ IP/In/01: Manufacture products based on profit margin	LG/In/02	➤ IP/Out/01: Product production insufficient	IP/In/01 + IP/In/02 + IP/In/03
	➤ IP/In/02: Prioritize trading products over regular products	C/In/01	➤ IP/Out/02: Overstock of unwanted products	IP/In/01 + IP/In/02
	➤ IP/In/03: Limited production capacity		➤ IP/Out/03: Disrupted regular product schedule	IP/In/02
Buyer	➤ IP/In/04: Send purchase order to supplier			

Learn & Growth Perspective

	Inputs	Trigger	Outcomes	Trigger
Supplier	➤ LG/In/01: Low information sharing		➤ LG/Out/01: Lack of trust ➤ LG/Out/02: Low risk sharing willingness	

	➤ LG/In/02: Leaders focus on short-term benefits			
Buyer	➤ LG/In/03: Low information sharing ➤ LG/In/04:Managers skeptical about collaboration benefits ➤ LG/In/05:Leaders not pursuing closer partnership		➤ LG/Out/03: Lack of trust ➤ LG/Out/04: Low risk sharing willingness	

Collaboration Project Name						
Central Mission						
Customer (Patient) Perspective Objectives						
	Inputs	Trigger	Alignment	Outcomes	Trigger	Alignment
Actor #1						
Actor #2						
Financial Perspective Objectives						
	Inputs	Trigger	Alignment	Outcomes	Trigger	Alignment
Actor #1						
Actor #2						
Internal Processes Perspective Objectives						
	Inputs	Trigger	Alignment	Outcomes	Trigger	Alignment
Actor #1						
Actor #2						
Learning & Growth Perspective Objectives						
	Inputs	Trigger	Alignment	Outcomes	Trigger	Alignment
Actor #1						
Actor #2						



4 Perspectives

- Customer/ Financial/ Internal Processes/ Learning & Growth
- Both financial and non-financial parameters
- All-rounded evaluation



Simultaneous Evaluation

- All in one single form
- Identify contradicting inputs
- Peer monitor mechanism



Establish Objectives

- Define interests of the collaboration
- Criteria for judgement of effectiveness
- Contract to protect collaborator benefits
- Maintain project consistency

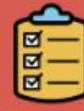
BALANCED ENTRY STRATEGY MAP

Framework Design

Collaboration Project Name							
Central Mission							
Customer (Patient) Perspective Objectives							
	Inputs	Trigger	Alignment	Outcomes	Trigger	Alignment	
Actor #1							
Actor #2							
Financial Perspective Objectives							
	Inputs	Trigger	Alignment	Outcomes	Trigger	Alignment	
Actor #1							
Actor #2							
Internal Processes Perspective Objectives							
	Inputs	Trigger	Alignment	Outcomes	Trigger	Alignment	
Actor #1							
Actor #2							
Learning & Growth Perspective Objectives							
	Inputs	Trigger	Alignment	Outcomes	Trigger	Alignment	
Actor #1							
Actor #2							

EVALUATE WITH SOUNDNESS & PRECISION

Trigger & Alignment



- DevOps for collaboration evaluation



- Alignment capture violations to objectives
- Trigger trace violations back to root cause
- Independent analysis of different causal chains
- Timely evaluation prompt regular improvements



Balanced Entry Style

- Inspired by double entry bookkeeping
- Define precise causal relations between 'inputs' and 'outcomes'
- Visual representation of proportions between efforts made and desirable outcomes

Dynamic	Responding input/ outcome from the case
➤ Financial perspective: patent expiration threaten revenue	<ul style="list-style-type: none"> ➤ Expansion of therapeutic portfolio through open innovation projects (TBDDI) ➤ Technology transfer to extend value of off-patent products
➤ Customer perspective: poor industry reputation among customers	<ul style="list-style-type: none"> ➤ Philanthropic approach to collaboration ➤ Subsidize the medicine for short term and build local capacity and capability for treatment to manifest corporate social responsibility
➤ Internal processes perspective: high failure rates on costly and time consuming product development	<ul style="list-style-type: none"> ➤ Public-private partnership nature of TBDDI increase collaborators to willingness to share risks and benefits ➤ Sharing compound libraries and research tools to increase efficiency for compound screening for identification of new clinical candidates
➤ Learning & growth perspective: low productivity in innovation	➤ Co-developing compounds with the Initiative (TBDDI) or contributing research tools for TBDDI in exchange for additional data and resources sponsored by National Institute of Health (NIH)