

## Mexico Dolder Group Meeting September 27, 2011

Related Dolder Themes and 2011 Recommendations	Progress to Date	Recommended Next Steps	Responsible Party and Due Date
<ul style="list-style-type: none"> <li><b>Vision statements and strategic plans</b></li> </ul> <p><b>Rec: Balance short-term vision of GMs with longer term regional/global perspectives.</b></p> <p><b>Rec: Improve cross-regional/association sharing of best practices related to advocacy.</b></p> <p><b>Rec: Consider renewing membership in FIFARMA or creating other informal</b></p>	<p>Vision statement and strategic plan in place, to be reviewed at November Strategy session and updated as necessary.</p> <p>Development of a crisis management communications plan is a best practice and should be replicated in other markets by our associations.</p> <p><u>Regional Cooperation:</u> AMIIF participated in regional meetings of associations to set parameters for renewal of membership in FIFARMA. Expectations are that AMIIF and</p>	<p>Update as necessary in November strategy session.</p> <p>AMIIF still very reactive to changes in the environment – must strive to build infrastructure so they can be proactive.</p> <p>Need to develop a pharmaceuticals strategy coherent with government objectives as base platform for industry and to ensure internal company coherence.</p> <p>Consider rejoining FIFARMA when conditions are met.</p>	<p>AMIIF Board</p> <p>AMIIF Board</p> <p>AMIIF Board and staff with PhRMA assistance</p> <p>AMIIF Board</p>

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<p><b>mechanisms to share information on regional developments and coordinate on PAHO and WHO activities in the region.</b></p> <p><b>Rec: Broaden scope of coherent materials to include pricing and reimbursement and health system policy issues</b></p> <p>• <b>Tangible objectives</b></p> <p><b>Rec: Narrow focus of advocacy priorities to fewer “asks”</b></p> <p>• <b>Association Leadership, Governance, and Participation</b></p>	<p>the Brazilian association will rejoin next year, which will improve ability to advocate on region-wide issues, e.g., at PAHO</p> <p>Access Commission is developing materials, but seeks more analytic support on access issues including comparative data from European markets.</p> <p>Better focus achieved in IPR; now underway in access area, using IPR approach as model.</p> <p><u>Leadership of Organization</u>: AMIIF has established a new structure, with “Commissions” led by a GM Chair and Vice Chair as well as a Secretary from AMIIF staff, aligned with the association’s key priorities (access, IP, regulatory, image,</p>	<p>PhRMA to work with IMAP experts to support AMIIF Access Commission analytic needs. Specifically, AMIIF needs significant analytical support to strengthen advocacy around access, pharmaco-economics, and HTA, including training (internal and external.)</p> <p>Continue implementation as established and refine as necessary after November strategy session.</p>	<p>PhRMA and AMIIF Access Committee (Q4 2011/Q1 2012)</p> <p>AMIIF Q4 2011/Q1 2012</p> <p>AMIIF: Through 2012</p>

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<p><b>Rec: Consider elimination of LAWG and European Association and direct all resources to AMIIF.</b></p> <p><b>Rec: Consider mechanism to encourage more focused priorities and streamlined decision-making processes.</b></p> <p><b>Rec: Re-evaluate use of consultants in favor of in-house expertise.</b></p>	<p>lobbying). AMIIF's internal website provides information on the issues, meetings, activities of each Commission to ensure transparency, inclusion, and accountability. Both structure and practice should be considered industry best practice.</p> <p>AMIIF progress has been hampered by turnover in GMs (6 new GMs in top 10 companies)</p> <p>Meetings of the European Group are currently suspended; while LAWG is still active, there are now joint objectives/meetings, shared funding and cooperation on advocacy with AMIIF.</p> <p>Annual strategy meetings are the key mechanism for identifying priorities and integrating them into committee work. This is working well.</p> <p>AMIIF has reduced reliance on outside consultants by hiring several new professional staff. May wish to consider</p>	<p>Consolidate engagement with new GMs and encourage active participation in 2012. Outreach to new GMs is planned.</p> <p>AMIIF to determine whether (and when) LAWG should be eliminated and all funding should move through AMIIF.</p>	<p>AMIIF</p> <p>AMIIF</p> <p>AMIIF</p>

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<ul style="list-style-type: none"> <li><b>Members Commitment</b></li> </ul> <p><b>Rec: GMs should be directed by CEOs/executives to participate more actively in AMIIF activities, with clear accountability in company plans.</b></p> <p><b>Rec: PhRMA and EFPIA to review AMIIF internal tracking website as a best practice useful in other markets, including PhRMA and EFPIA.</b></p> <ul style="list-style-type: none"> <li><b>Adequacy of Association Resources</b></li> </ul>	<p>further augmenting permanent staff with lobbying expertise in 2013 after recent staff is consolidated.</p> <p>Letters sent from CEOs or Senior Executives to most GMs over last three months, some notable improvement in engagement, but more is needed. GM engagement improved through new organizational structure, but more engagement is still necessary. Some members have only participated in Board meetings once in the year.</p> <p>Dolder Group has listed AMIIF internal tracking site as a best practice and is sharing with other markets.</p> <p>Additional resources and support needed, particularly on analytics to support access work and messaging</p>	<p>Leadership group to continue to engage GMs and encourage ongoing or increased participation. Dolder Group representatives should continue to monitor and encourage GM participation throughout the year.</p> <p>Share at regional meetings of members and national associations, as appropriate and at upcoming Dolder Association meeting.</p> <p>See above.</p>	<p>Dolder Leadership Group and Member Regional Executives, through 2012.</p> <p>Dolder Group, PhRMA, EFPIA in 2012.</p>
<p><b>Rec: Expand messaging for all advocacy efforts</b></p>	<p>AMIIF wants to be a strategic partner of government but needs strengthened</p>	<p>Support data needs on access issue (PhRMA IMAP, EFPIA) and bring in</p>	<p>PhRMA to coordinate regional experts Q4 2011/Q1</p>

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<p><b>to provide more politically targeted and publicly compelling information on industry value to patients, the value of industry science, innovation and the pharmaceutical ecosystem.</b></p>	<p>industry value proposition messaging (need to better define why we matter)</p>	<p>other regional experts (Asia, Europe teams) for workshop.</p>	<p>2012</p>
<p><b><u>Rec:</u> Increase industry presence at key healthcare events in Mexico and regionally.</b></p> <p><b><u>Rec:</u> Develop new efforts to reach out to other constituencies, e.g., consumer groups, unions, more patient groups</b></p> <p><b><u>Rec:</u> Direct additional resources toward improvement of industry image with government and other stakeholders and training key staff on advocacy, PR, lobbying and leadership.</b></p>	<p>No action to date.</p> <p>AMIIF must improve its ability to leverage patient organizations; capacity building of such organizations necessary.</p> <p>Significant work on industry image under way, but more facts are necessary.</p>	<p>PhRMA has agreed to do capacity building/training in patient group outreach and management in 2012.</p> <p>(See recommendations above and below re: augmenting analytic work, and specific training needs, e.g., stakeholder training.)</p>	<p>PhRMA with AMIIF</p> <p>PhRMA/AMIIF</p>





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<p><b><u>Rec:</u> Consider support for establishment of a regional think tank or association with expertise in health systems and P&amp;R issues.</b></p>	<p>AMIIF has begun to consider supporting a university program on HTA or related issues.</p>		