

# How to ensure commercial success through early value definition

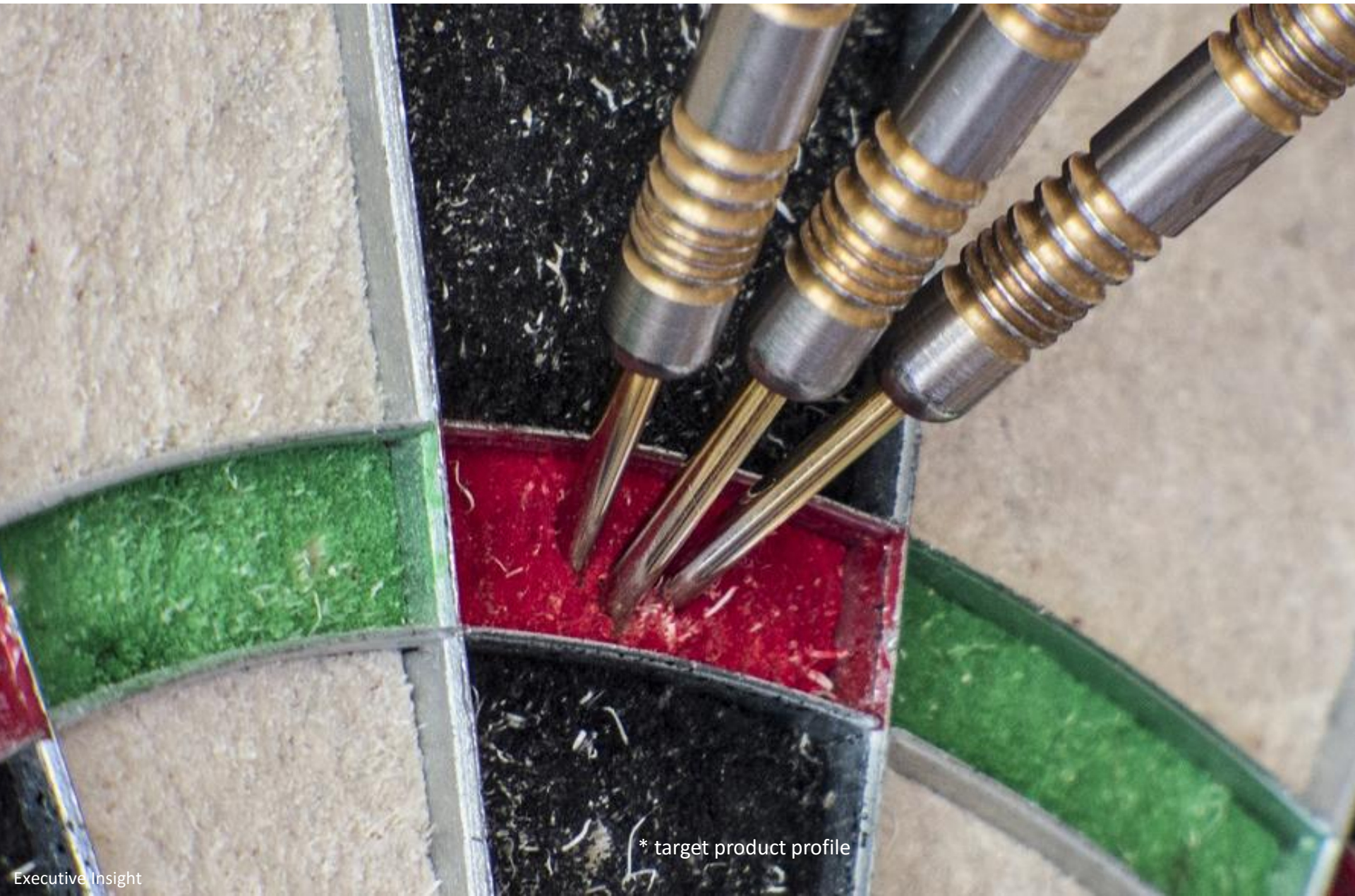


The development process is long and it can be hard to see through to what realities will look like at the time of launch

*Around 12 years from  
discovery to launch!*



The TPP\* is meant to facilitate this process by providing a structure to specify the desired development outcome



\* target product profile





# Famous examples of what can go wrong: Exubera



**Exubera – inhaled insulin:**

An embarrassing device

Failure to gain acceptance of patients and physicians

Pfizer pulled the plug less than a year after launch

*Patient needs not understood*

Image sources: [images.dailytech.com](http://images.dailytech.com)



# Famous examples of what can go wrong: Benlysta

## Benlysta – Lupus treatment

EU payers concluded that GSK failed to provide the relevant data to properly assess the benefit of its medicine

Applicability of trials to real world clinical practice not clear

Negative reimbursement recommendations

*Payer perception of therapeutic value not understood*

What needs to happen: an early definition of value  
for a whole universe of different stakeholders



# A three step model how to get there

## Generate Insights



## Define Value



## Deliver on Promise





# Generating insights requires techniques beyond standard market research

Need for creative techniques to uncover real needs of stakeholders

Moving beyond interviews and questionnaires

Putting effort into creating real insights



# Snapshot: Patient Deep Dive

**Deep Dive: A highly interactive session to understand the patient experience**

**Techniques:** that go “under the skin”  
e.g. collaging, associations,  
metaphorical techniques

**Result:** Gain an emotional  
understanding of a patient’s  
feelings, problems, state of mind.



*Understanding the why behind the what*



[illegible]

## Internal cross-functional teams and/or

## Design thinking approach

# Defining value: developing a clear idea early on how the product will bring value to all stakeholders

Regulators:  
Why will the product  
be approved?

Physicians:  
Why will the product  
be prescribed?

Payers:  
Why will the product  
be paid for?

Patients:  
Why will the product  
be used?

How will the product be better  
than what is already there?





# Compelling value stories need to be defined along the dimensions that are relevant for the stakeholder groups

**Medical  
importance**

**Value for  
money**

**Therapeutic  
value**

**Financial  
impact**

**Patient  
benefit**



Deliver on the promise: whether still in development,  
at launch or in lifecycle management





# Generate evidence that supports the next key step in the process

Commercial planning

Benefit-Risk assessment

Value demonstration

Marketing authorization



Differentiate the product through beyond-the-pill services to capture more value from the market





The result? Products that have a market and stakeholders that get what they really need



# Want to know more? Get in touch with us!

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