

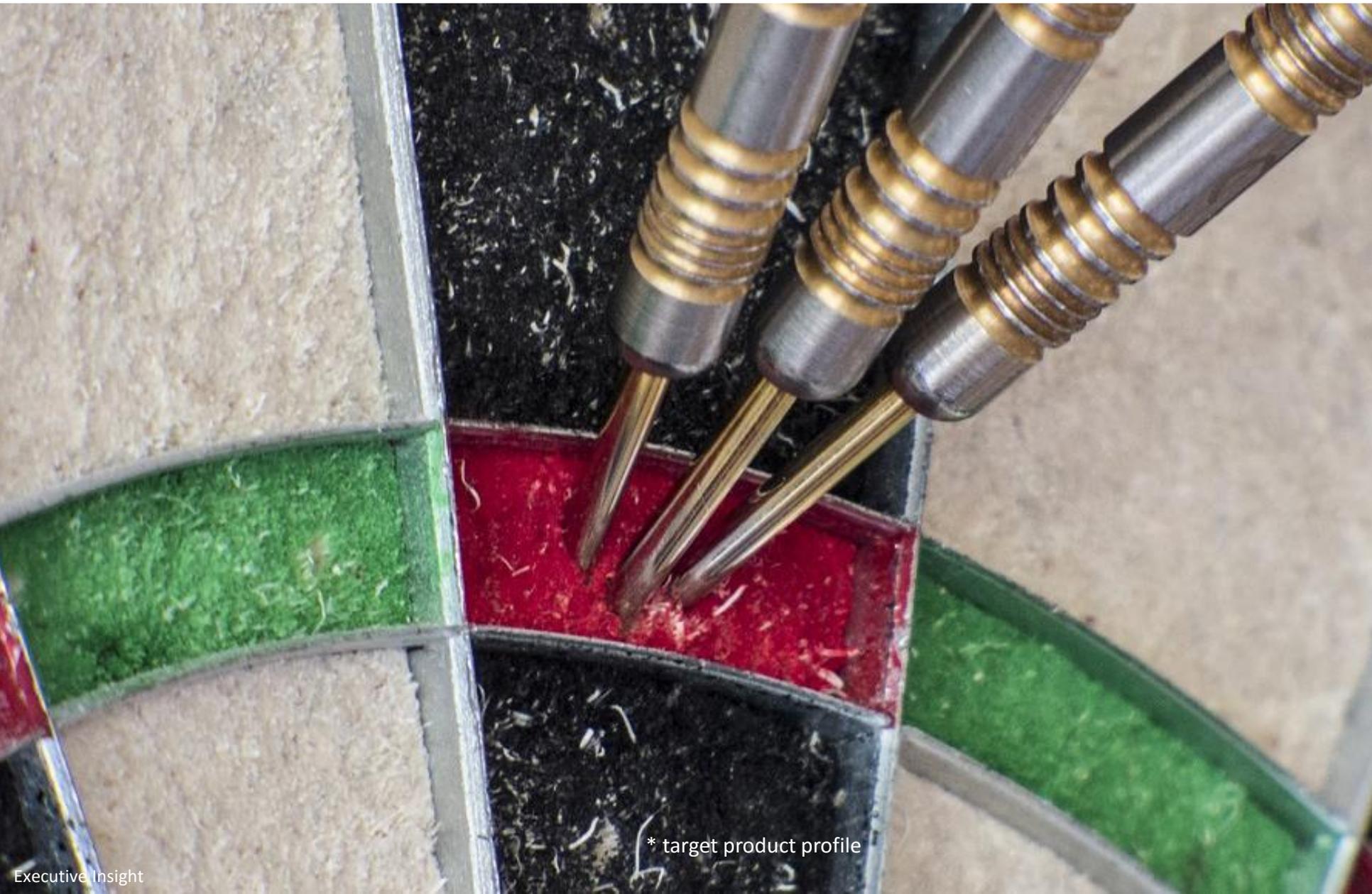
How to ensure
commercial
success through
early value
definition



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

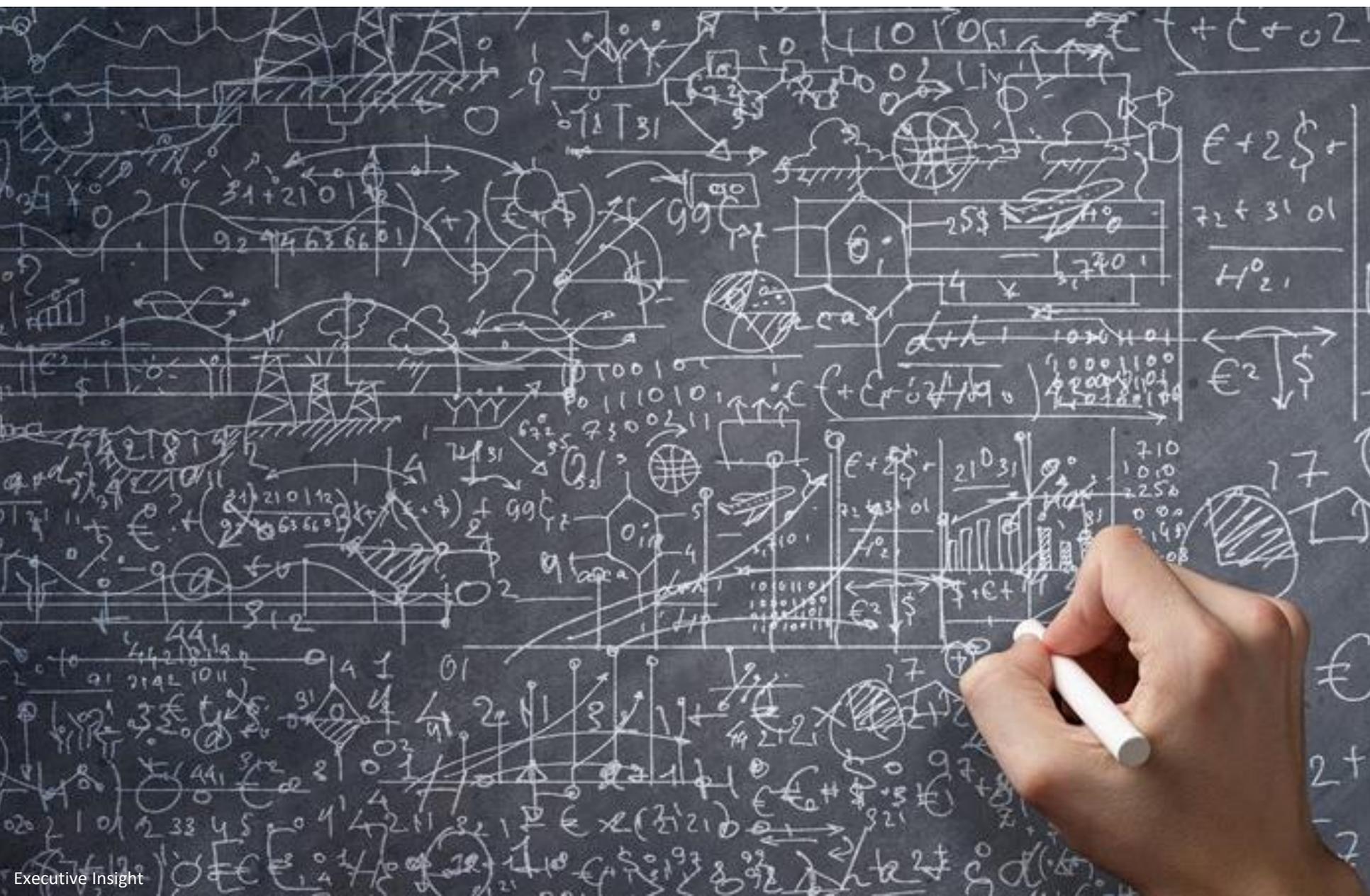
*Around 12 years from
discovery to launch!*

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



* target product profile

But all too often, TPPs are technical documents describing attributes of the molecules but not how value will be created



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

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

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

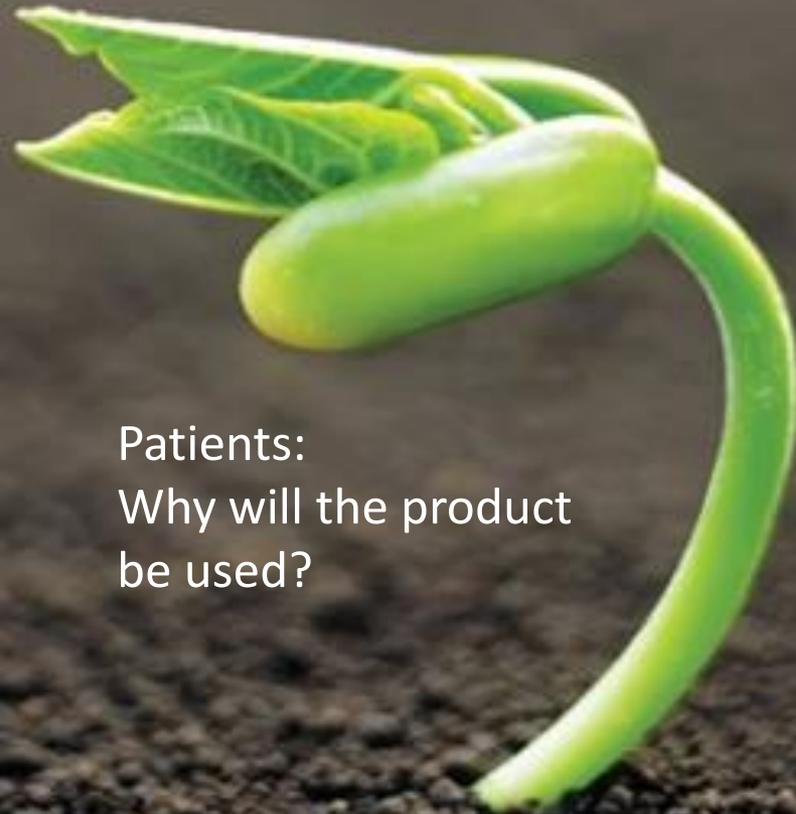
Regulators:
Why will the product
be approved?

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



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