

Beyond Theory:

Integrated Commercialization Model Proves Valuable in Launch Success

Greg Skalicky, *President, EVERSANA*

Jennifer Meeuwsen, *Executive Vice President, COMPLETE Commercialization,
General Medicine, EVERSANA*



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Abstract: To optimize drug launches across global markets, many drug developers benefit from a comprehensive, end-to-end outsourcing strategy. Others require a more flexible, just-in-time outsourced infrastructure that can adapt as needs evolve. EVERSANA COMPLETE Commercialization®, now in its fifth year, offers both options and has undergone iterations to enhance efficiency, cost savings, patient outcomes and overall risk. The benefits of the approach and several case studies are discussed here.

Introduction

In 2020, commercial leadership at EVERSANA, well versed in the transformation of the contract research organization (CRO) sector, believed that the often slow-to-pivot pharmaceutical industry was ready to transform its approach to commercialization. Based on numerous case studies where a majority of drug launches had failed to reach sales forecasts and the traditional models showed little adaptation, EVERSANA launched EVERSANA COMPLETE Commercialization®. Fast forward to today, this integrated model is activated and, in many cases, proven.

The stakes are higher than ever when it comes to launching and commercializing complex specialty therapies. Every product launch presents unique challenges. Some drug innovators have very little infrastructure or internal expertise in place. Others are launching into a highly competitive landscape and must find ways to help the product differentiate itself effectively. Still others are pioneering a novel product that requires a multifaceted strategy to articulate its full clinical value to inform healthcare providers (HCPs) and condition the marketplace ahead of market entry.

EVERSANA's end-to-end commercialization model – an inherently agile outsourcing strategy that has now been adopted by more than 20 pharma/life sciences companies – gives brand teams multiple customizable options for optimizing therapy launches across numerous global markets. Individual components

within the model are designed to reduce cost and overall risk for stakeholders. Equally notable, clients gain access to brand teams with extensive experience in supporting multiple launches annually across various therapeutic areas. These teams understand the challenges of the landscape, anticipate regulatory hurdles and support many first-time launchers, providing a significant advantage in navigating the complexities of the market.

Given current market conditions that demand agility, this model has been crafted to give brand teams choice and flexibility. For instance, companies may choose either to:

- Implement a complete, end-to-end outsourcing arrangement: In this scenario, all aspects of the launch strategy, execution and long-term outsourced services (including distribution, field support and patient hub services) are provided through a flexible, multiyear contract.
- Integrate select program elements and make changes as needed over time: This allows the team to add or adjust specific parts of the outsourced commercialization model as needs evolve over the product life cycle, or to pivot quickly in response to changing market conditions.

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Case study: Enabling a flexible, fit-for-purpose field salesforce

Challenge: A pharmaceutical company needed to right-size its field salesforce to achieve significant cost savings and adapt to changing market conditions.

Solution: Using EVERSANA's customizable commercialization approach, the company created a flexible team that could evolve over time. The field force was managed by the dedicated brand team and chief commercial officer (CCO), ensuring seamless integration with broader commercial strategies. Key actions included:

- Turning off national account manager (NAM) support once payer support was established
- Ramping up the number of field sales representatives once market access was secured
- Scaling back the number of field reps in favor of a less costly digital omnichannel promotion strategy later in the product life cycle

Outcome: This agility helped the brand team conserve resources, successfully launch the brand and secure a lucrative licensing deal.

Thanks to EVERSANA's comprehensive commercialization strategy, brand teams can also identify temporary solutions while establishing broader infrastructure. This approach offers creative solutions to scale the business effectively. Our model supports the European strategy and launch by providing a comprehensive range of roles, including field sales representatives, management teams, clinical support teams, medical science liaisons and specialists dedicated to reimbursement, medical affairs, marketing, market access, communications, supply chain and distribution. Additionally, we offer support functions such as IT, finance, human resources, compliance and patient advocacy, ensuring a robust and scalable business framework.

Case study: Relying on outsourcing to augment internal capabilities

Challenge: A European specialty pharmaceutical innovator developing oncology products for pediatric and women's cancers needed temporary infrastructure to support early global commercialization efforts while building internal capabilities.

Solution: With EVERSANA's integrated commercialization model, the drug developer maintained ownership of financial, regulatory, legal and manufacturing responsibilities, while EVERSANA supported commercialization efforts. This partnership allowed the company to manage risk and expenditures as it developed internal capabilities.

Outcome: The company benefited from access to EVERSANA's experienced commercial leaders, who provided strategic direction and ensured cross-functional collaboration. This approach enabled the company to assume greater autonomy as more products were launched.

Brand teams also benefit from access to EVERSANA's deep bench of best-in-class commercial leaders. These experts have extensive experience in supporting multiple launches annually across various therapeutic areas. These teams understand the challenges of the landscape, anticipate FDA hurdles and support many first-time launchers, providing a significant advantage in navigating the complexities of the market. As such, they are well positioned to provide strategic direction, ensure cross-functional collaboration and help stakeholders to pivot as needed in response to new information or changing market conditions.

An important aspect of the model is the availability of various financial agreement options. The deferred-billing option is the most popular for emerging biotechs that need to fundraise for launch. This option allows up to 30% to 50% of fees to be paid later in the contract, helping to reduce financial risk for brand teams. Repayment of deferred fees is typically based on the therapy hitting key launch milestones. This creates incentives and accountability for both parties.



Case study: Pivoting when launch assumptions changed

Challenge: A novel antibody therapy in oncology, initially expected to be first to market, faced multiple delays and launched as the fourth entry in a competitive space.

Solution: EVERSANA's experienced oncology team redesigned the strategy to meet the new challenge. Actions included:

- Establishing a compelling science- and data-based program to articulate the therapy's full clinical profile
- Developing data-driven insights to target HCPs at world-class oncology centers
- Creating a virtual sales team complemented by nonpersonal promotion to reduce the number of traditional field reps required
- Designing targeted efforts to overcome reimbursement and affordability challenges and provide patient services

Outcome: The success of this launch helped the company secure Series B funding, allowing it to quickly launch the next two products in its pipeline using EVERSANA COMPLETE.

Maximum Visibility, Minimum Silos

Until recently, those who didn't want to sell had no choice but to "go it alone." This approach required hiring an internal sales team and outsourcing various parts of the launch process. Engaging a single third-party commercialization partner that can provide end-to-end support – rather than a patchwork of vendors and service providers (each of which must be identified, vetted and onboarded) – improves interoperability, visibility and data-driven feedback loops. This reduces overall complexity and risk.

EVERSANA can quickly create data-driven standard operating procedures (SOPs) and playbooks. This enables standardization and best practices, which also helps to drive overall efficiency and quality while reducing risk.

When such collective efficiency and quality gains can shorten critical timelines and help speed the launch, it creates opportunities to drive incremental revenue and increase potential for increased market share for the therapy. In one recent study, EVERSANA found that 20% of traditional costs can be avoided when an agile, scalable outsourced commercialization model is used.¹

Meanwhile, as aging drug franchises contemplate options to maximize ROI later in the life cycle, EVERSANA can provide numerous options to create value.

Case study: Maximizing value as patent cliff approaches

Challenge: An oncology partner needed to change the growth trajectory and maximize value at the end of the product life cycle for its asset.

Solution: EVERSANA created an AI-enabled omnichannel solution to inform and empower HCPs and patients more effectively. The system generated data-driven insights to inform next-best actions and tailored messaging to optimize reach, frequency and engagement.

Outcome: The solution produced tangible results for the brand, including:

- \$6.6M in incremental revenue generated in the first six months
- 95 days to launch phase 1
- 96% of target HCPs reached
- 9K+ brand engagements
- 1,148 incremental units sold

Demonstrating Its Value on the World Stage

Today's global healthcare landscape is inherently complex and fractured. Brand teams trying to establish a global footprint for their therapies must develop parallel market access strategies that vary by country. This is daunting, especially for smaller companies and startups that do not have the expertise, resources, infrastructure or bandwidth to do it themselves.



In the EU, each country has its own discrete healthcare system, which impacts how companies are able to secure favorable pricing, reimbursement and market access agreements. Similarly, distribution models and language requirements vary by country, compounding the overall complexity. This intricate landscape poses significant challenges for companies trying to establish a global footprint for their therapies.

Meanwhile, companies outside the U.S. often find it daunting to develop a strategy for how best to enter and compete in the U.S. market, adding another layer of complexity to their global expansion efforts.

To date, EVERSANA COMPLETE has been used by more than 20 companies to support the launch and commercialization of over 40 complex therapies. These span therapeutic spaces, including oncology, cardiology, neurology, gastroenterology, rare diseases, women's health and orthopedics.

The model is uniquely positioned to help pharma/life sciences companies expand their global footprint in two ways:

1. By expertly navigating the intricate U.S. regulatory and commercial landscape, optimizing product launches and market growth over time (This includes securing favorable coverage and reimbursement terms from a patchwork of private and government payers to ensure patient access and affordability.)
2. By skillfully navigating the complex EU and global landscapes, identifying and pursuing product launches in those countries that offer the best strategic opportunities

Closing Thoughts

Considering the cost and complexity associated with navigating today's fragmented global healthcare infrastructure, it rarely makes sense for a drug developer to handle every part of the commercial launch strategy and infrastructure on its own. EVERSANA COMPLETE offers an end-to-end solution that delivers a range of clinical and commercial benefits, cost savings and operational efficiency. It also provides the flexibility that is needed to help brand teams adapt quickly to meet specific needs and overcome obstacles that arise. The goal is to help drug developers to access global market opportunities in more streamlined and strategic ways while giving patients and their providers the broadest access to today's life-altering and lifesaving medications.

References

- 1 <https://www.eversana.com/insights/avoid-20-percent-investment-waste/>



EVERSANA is the leading provider of global commercialization services to the life sciences industry. The company's integrated solutions are rooted in the patient experience and span all stages of the product life cycle to deliver long-term, sustainable value for patients, providers, channel partners and payers. The company serves more than 650 organizations, including innovative start-ups and established pharmaceutical companies, to advance life sciences services for a healthier world. To learn more about EVERSANA, visit [EVERSANA.COM](https://www.eversana.com) or connect through [LinkedIn](#) and [X](#).