NAVLIN
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CASE STUDY:
Effectively Communicating Price & Access Success

Effectively measuring and communicating price and market access success to senior executives, boards and investors is more critical than ever. This case study provides strategies for showcasing the tangible impact of the pricing and market access (P&MA) functions in the pharmaceutical industry, the growing presence of these discussions in board meetings and investor calls, and how P&MA teams can proactively prepare themselves to meet the opportunity.

BACKGROUND

Our client faced several challenges in gathering and interpreting pricing and reimbursement data. Information was spread across regional SharePoint sites, which were inconsistent in format and lacked real-time accessibility. The analytics process was often manual and reactive, limiting the ability to derive strategic insights. The organization recognized the need for a streamlined system that could support both operational efficiency and strategic impact assessment in a complex, global pricing ecosystem. Attempts with previous vendors to address the issues proved inadequate, particularly in managing and integrating diverse datasets of internal and competitor data.

OBJECTIVE

A new senior leader joined the organization with a clear mandate during a period of heightened activity around a robust mid-to-late-stage oncology pipeline: to elevate the launch excellence strategy and streamline its execution. A cornerstone of this initiative was the development of a centralized, automated KPI platform for market access and pricing within the launch excellence framework. This platform delivers real-time dashboards and reports, empowering the P&A team to:

- Communicate value clearly to diverse audiences (CEOs, affiliates, payers, patients)

- Align P&A performance with broader corporate goals

- Shift from retrospective reporting to forward-looking strategic insights

CHALLENGES

As soon as we sat down with the client, it was clear that the project would be relatively complex and require a multi-phase approach to address specific pain points. In particular, the client faced the following core issues:

- **Data Fragmentation:** Inconsistent financial, pricing and reimbursement data across geographies and departments with lack of harmonized categorization and definitions

- **Governance Variability:** Differing regional processes made standardization difficult

- **Complex Metrics Landscape:** Diverse and nuanced definitions of success among stakeholders, and a new CEO bringing new priorities and strategic focus

- **Access Limitations:** Limited visibility in certain markets and inconsistent calculation methods for net prices

- **Behavioral Change:** Shifting organizational reliance from manual data pulls to digital tools

STRATEGY

Amid an extensive consumption of coffees and biscuits one afternoon, we sat together with the client and proposed a three-phase approach to ensure that they could both get a quick win and a longer-term, successful strategic impact in improving launch excellence. This involved:

1 **Digital Transformation:**
Initial deployment of real-time updated dashboards

and automated reporting for competitor products. The dashboards are configured with NAVLIN Price and Access Data to give a visual sense of what insights and connections can be made with each metric and dashboard. It acts as an exciting sandbox environment both for the final selection of core benchmarks, as well as the eventual implementation of internal datasets. We were able to deploy this within a few days of the first meeting to gain a quick win as well as a first view on what a final solution could look like.

2 **Stakeholder Mapping & Engagement:**
Involvement of high-information consumers and broader senior stakeholders to prioritize needs and buy-in. They would gain access to the 1.0 version of the dashboards from Step 1 to educate themselves on the key metrics and focus on selecting the most meaningful and consistent KPI framework for the organization.

3 **Governance & Data Harmonization:**
The most complex part of the project involves implementation of broader global price management processes alongside standardization of definitions and calculations for key metrics such as net pricing and time-to-reimbursement. These are typically longer-term and occasionally multi-phase projects in themselves - but there is no need for this to hold. Hence, in parallel to Steps 1 and 2, we were developing a harmonized data structure with the client for both pricing and reimbursement activity data. Once these projects were completed, it was simply a matter of plugging the new data into the existing metrics and dashboards.

RESULTS

The client has highlighted that their project has successfully ensured that the organization is aligned on a focused KPI framework and provided the critical tools to communicate the value and impact of the P&MA work functions. In many ways, the work is still ongoing – changes in broader market dynamics, policy reforms and adaptations of existing strategy to new assets ensures that there is an ongoing need to update existing metrics and implement new dashboards. But with the KPI framework in place, the organization is now well-positioned to meet these challenges and know that a new dashboard can be up and running within a day if needed. In short, the KPI project resulted in:

- **Improved Usability & Access:** Data now readily available for deep analysis, not just retrieval.
- **Stronger Strategic Alignment:** KPIs are now directly linked to corporate objectives and portfolio impact.
- **More Effective Communication:** Dashboards and visual tools enable value-based storytelling for different audiences.
- **Operational Efficiency:** Reduced manual data work; more time for insights and strategic decision-making.
- **Behavioral Shift:** Increasing adoption of digital tools is fostering a culture of analytics-driven decision-making.

NAVLIN Insights KPI is the only digital platform to measure and tell your market access success across every brand in your portfolio and help you deliver and communicate the commercial impact of your portfolio.

NAVLIN Insights KPI solves the challenges of:

- ⊘ Chasing affiliates for manual data
- ⊘ Out-of-date/incomplete internal and competitor status
- ⊘ Inconsistent metrics and measures
- ⊘ Silos of data that don't match
- ⊘ Communicating the value of what you achieved
- ⊘ Forecasting challenges and being ready for them