

CHALLENGING TRADITION:

The argument for integrated commercialization to improve operational agility

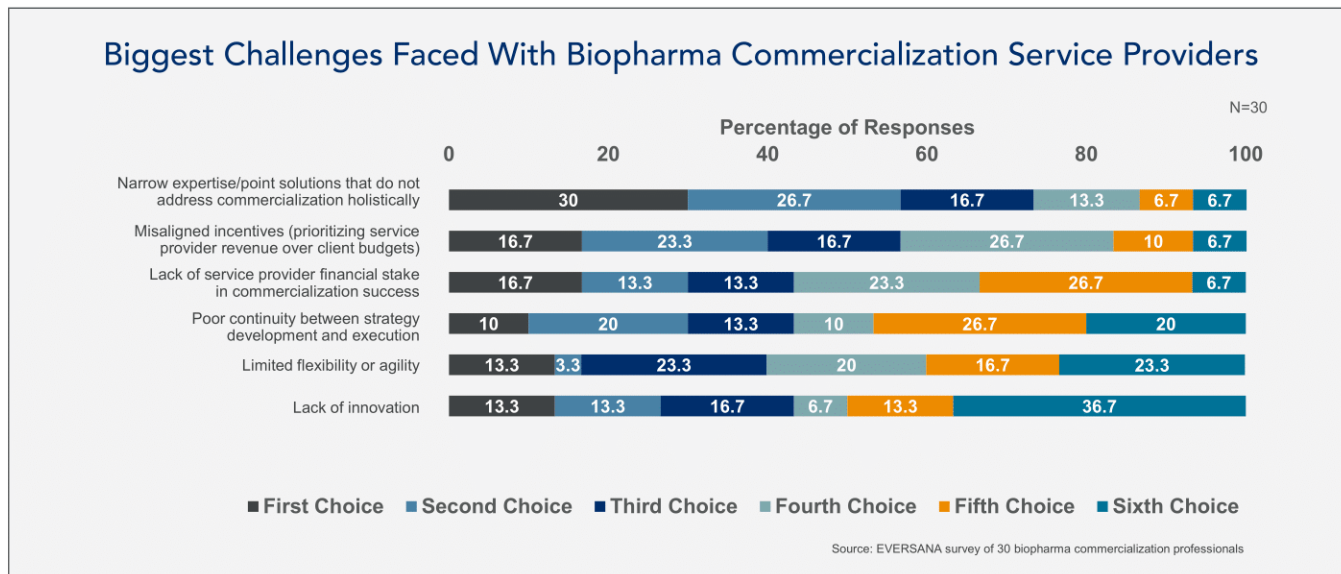
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According to a survey of 30 biopharma commercialization leaders, the greatest challenges they face when working with typical commercialization service vendors or providers include a failure to address commercialization holistically, misaligned incentives, and a lack of service provider stake in the commercialization process (Figure 1).



These challenges are rooted in traditional decision-making. It is widely recognized that the pharmaceutical industry is hesitant to change brand strategy, vendor procurement processes, or outsourced resource allocations that have been implemented for decades, even when they create mediocre results. Manufacturers will spend approximately \$200 million of commercialization costs over three years leading up to launch, yet 66% of drugs do not meet launch expectations.

If that statistic isn't enough to challenge the status quo, the pandemic has challenged the very concept of "normal." Is now the time to learn new models and evolve? In his book *The Fifth Discipline*, Peter Senge introduces the concept of evolution within business environments and prioritizes a culture of learning to create "an organization that is continually expanding its capacity to create its future. ... The organizations that will truly excel in the future will be the organizations that discover how to tap people's commitment and capacity to learn at all levels in an organization."

This article investigates what occurs when pharmaceutical companies lean into evolution and adopt an innovative mindset to leverage a fully integrated commercialization model to drive operational excellence.

Analytical and anecdotal evidence, outlined in the case studies to follow, proves that integrated applications of traditionally siloed, outsourced services including market access, agency services, clinical and commercial field teams, medical science liaisons, channel management, patient services, health economics and outcomes research, and compliance, with each service optimized by data and predictive analytics, yield better program performance and improved health outcomes for patients.

Additionally, the model, now activated for 10 expected product launches in 2020 through 2024, costs 23% less than the fully in-house launch model because of four key elements:

- **Standardized Processes and Approach**
- **Scalable and Flexible Structure**
- **Functional and Therapeutic Area Subject-Matter Expertise**
- **Execution Agility**

A common question is whether service providers can continually tap into innovation but stay aligned. Analysis of recent EVERSANA™ COMPLETE Commercialization partnerships, a model introduced to the market in in 2020, has uncovered notable impact in speed to launch, payer adoption, onboarding, adherence, and abandonment.



1. Standardized Processes and Approach

Unified Objectives Managed in a Playbook

Commercialization partners with the ability to deliver all services across the product journey can build and optimize a repeatable, proven framework. That framework can then be applied to any new asset and modified accordingly. The use of standardized processes reduces time and limits the risk of unnecessary resources or redundant planning. Unlike siloed service providers, all functional services and solutions are mapped, governed, and executed by a single team that engages with each other in a real-time model, providing clarity and consistency to commercial execution while enabling critical success factors.

The playbook is structured by six critical milestones in commercialization. Each milestone creates operational inflection points when key work streams and activities need to be activated and optimized. The playbook also informs the commercialization team on deliverables that benefit from cross-functional collaboration with the aim of delivering meaningful outcomes. And importantly, in an agile model, playbooks and best practices applied to commercialization are iterative and optimized over time, eliminating the temptation to leverage one-size-fits-all launch strategies.

Aligned Objectives

Fully integrated commercialization models align incentives between the biopharmaceutical client and the services provider (Figure 1) by ensuring mutual success.

When contracts are modeled in this manner, shared incentives drive optimal shared success, and accountability is demanded at all layers of the operating model. Flexible models that demonstrate the complete commercialization provider's confidence in the partnership and the brand can be leveraged, with aligned incentives in the shape of performance achievement or even deferred cost at the end.

2. Scalable and Flexible Structure

In traditional models, life sciences organizations have been bound by headcount, technology, infrastructure, data decisions, and investments that are not set up to flex as needed. Modifying strategy, optimizing messages, and standing up or winding down field teams can be mired in decision-making that occurs in discrete silos. Infusing scalability into commercial structures requires the ability to tap into subject-matter experts and resources on an as-needed basis, incurring costs directly aligned to opportunity.



PROVING AGILITY: TIME TO LAUNCH

- In traditional models the average time to build a high-quality team of 30+ members across 15+ functions would require more than six months.
- The Commercialization Playbook allowed synchronized initiation of commercial teams **within 7 days for three different product launches in 2020 and 2021.**

Building a structure to match commercialization requirements

Commercialization teams must be designed to enable collaboration and ensure accountability. The structures are scoped with the partnership and brand requirements in mind. Each program leverages the playbook to ensure all program team members are aware of the business objectives, responsibilities, and critical success factors of the launch. A fully dedicated leadership team brings a unified mindset to streamline operations; and acting as a partner to the manufacturer, the chief commercial officer (CCO) of the contract commercial organization is empowered to manage all facets of the commercialization P&L.

The benefit of this structure is a holistic view of commercialization driven by a commercial leadership team that also includes our client partner functional leadership team members and other external partners (e.g., manufacturing, clinical). The experienced EVERSANA COMPLETE leadership team may be scaled and adjusted based on market and scope of execution, adding another level of flexibility not available in traditional models and making the team more effective and efficient.

The model demands a partnership governance structure, including a Joint Management Committee, to measure complete alignment on execution strategies, budgets, and key decisions. It also ensures that strategic decisions are done jointly, and those decisions may include strategy, budget, and approval of key tactical initiatives (e.g., campaigns, positioning, and territory and field team design).

Ensuring active collaboration

Collaboration across business units and functional silos is driven by incentives and the CCO. While a specific function will own a final deliverable to ensure accountability, there are many deliverables that benefit from cross-functional collaboration. The playbook will map these deliverables to ensure better quality and outcome.



PROVING AGILITY: MARKET ENTRY STATUS

- Organizations who traditionally build commercial infrastructure and conduct commercial planning activities need 24 months in advance of target launch.
- But leveraging the integrated model's execution agility and level of collaboration across functions, successful **market entry for three brands was achieved in an average of 97 days.**



PROVING AGILITY: LEADERSHIP ALIGNMENT & REAL-TIME COLLABORATION

- ✓ Traditionally the "payer value proposition document" is considered to be a "market access" deliverable. In an integrated model the value proposition is better informed by multiple inputs in varying functional areas and best served through the lens of the end user and the audience. This requires a collaborative effort among:
 1. the value and evidence team that quantifies the unmet need and burden of disease,
 2. the data and analytics team that provides insights on the competitors,
 3. the analytical and strategy teams who define landscape and opportunity,
 4. the medical team that provides the scientific narrative,
 5. and the marketing agency that brings in a creative and scientific lens to put a bow on the payer value prop.
- ✓ Subsequent testing of the story by integrated field team and selected external stakeholders assesses the quality and impact of the payer value proposition.
- ✓ Consider the impact of such an approach in forecast development, defining the patient journey, and other deliverables.



3. Market and Therapeutic Area Subject-Matter Expertise

The structure detailed above requires personnel with deep functional and appropriate and relevant therapeutic area expertise and experience.

Everyone wants to think about the sales force, but if a product does not have payer coverage and is not reimbursed, or has a flawed distribution model, all the field team members in the world will not be able to help. And if the patient journey is not well understood at every step — from diagnosis to successful health outcome — it is easy to underestimate the role of patient education or support services. However, acquiring all of that depth can be difficult when relying on traditional (and dated) assumptions about commercial infrastructure.

The patient journey must be built through a mix of inputs from our commercialization partner's integrated physicians, longitudinal claims analysis, primary market research, and social media analytics. This ensures that the clinical, emotional, financial, and informational journey of patients, providers, and payers is understood in depth. That journey is then leveraged to address the needs of all customers comprehensively and provide the right information, tools, and support services at the right time and through the right channels. The model must flex rapidly as the needs of the customers evolve.

The truth is the market is changing too rapidly to assume that slow-to-build, slow-to-evolve resources (including people, facilities, and technologies) can be constructed in a one-size-forever model. Embracing agility — meaning swift access to flexible experts and systems that can sprint toward opportunity in a connected and iterative way — is essential in the modern healthcare marketplace.

Partnering with a life sciences service specialist in key areas is known to be an effective way to add instant depth and scale, and when that partner has multi-faceted points of view, a new range of insight is possible.

4. Execution Agility

Rapid course correction & Sprint mindset

If the pandemic taught us anything, it is that successful organizations need to adapt to market demands and external forces out of their control. Your partner's culture must be action oriented and focused on problem-solving. And with fully integrated operations, the culture is then activated to course correct or address market needs quickly.

The playbook should include a mechanism to constantly listen to program team members and functional leadership team members to understand what is working and areas of refinement to activate sprint teams to review and adjust based on feedback. As a result, the playbook is always in motion.



PROVING AGILITY: SPRINT MINDSET UNDER ONE ROOF

- Six-minute sprint: A healthcare provider was looking for an in-service for his staff on the treatment because he wanted to start a patient on this medication.
- The provider reached out to an integrated Patient Services (PS) team with immediate connectivity to the CCO and the Key Account Director (KAD).
- The KAD reached out to the physician and set up an in-service for the staff the next day.
- The total time it took to get back to the physician was six minutes.



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Inclusive problem-solving

Commercialization experts are adept in inclusive problem-solving. All stakeholders involved in the program, including any SMEs who can add value to the program (provided there are no conflicts) must be trained to focus on the problem at hand and how to solve it.

Conclusion

Today's economics simply do not support building commercial capabilities from scratch for every occasion, only to dismantle that infrastructure until the next need arrives. In an era of specialty and rare-disease products, customized expertise and structures must be ready to adapt to varying market needs.

Real innovation harnesses energy and momentum in an efficient and accessible package, unlocking that innovation daily for client partners, who are turning away from fixed and sluggish structures to more efficient partnerships for success.

The concepts and case studies modeled in this paper have been scoped and delivered through the EVERSANA™ COMPLETE Commercialization model, playbook, and an incentive structure. The framework and the process are designed to ensure the team is thinking about the critical operational commercialization issues in a sequential or parallel manner, and these are backed up by a playbook that informs stellar execution. We can take that process-driven approach to provide a high-performance, complete commercialization infrastructure that achieves not just quantifiable cost avoidance but incredible agility, informing the next generation of commercial acumen.

PROVING AGILITY: EVERSANA™ COMPLETE Commercialization

"A big pharma partner was going to get us to market in the second half of the year. Working with EVERSANA, we launched four months earlier."

—CCO of an emerging oncology company

"The EVERSANA model is an upgrade for the biopharma industry. I feel that I have 3,500 team members with me today. Thank god we are not doing this on our own."

—CEO of an emerging biopharma company



About EVERSANA®

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 500 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 or connect through [LinkedIn](#) and [Twitter](#).

