Successful product launch in the pharma sector

Workshop

Confidential

April 2016
1. Introduction

A successful global launch relies on four key success factors related to organizational aspects

Key success factors

1. Well designed and communicated launch plan / processes
2. Use of a unique monitoring tool throughout the company
3. Fully documented information and guidelines provided by corporate to affiliates
4. Efficient team organization at corporate and affiliates level

Sources: Smart Pharma Consulting analyses
## 2. Key steps

Seven processes are critical for a global product launch and therefore require to be properly designed and communicated within the company.

### Launch plan / Key processes

<table>
<thead>
<tr>
<th>Phase II</th>
<th>Phase III</th>
<th>Submission phase</th>
<th>Post-launch phase</th>
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<td>Average 24 months</td>
<td>Average 36 months</td>
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- **Key influencers management**
- **Positioning – Segmentation & Targeting**
- **Pricing and reimbursement**
- **Branding & Distribution**
- **Pre-Launch & Launch kit development**
- **Sales force training**
- **Implementation of the launch plan**

**Sources:** Smart Pharma Consulting analyses

**Merck – Successful product launch in the pharma sector**  

April 2016
2. Key steps

The management of key influencers is critical to the success of new products because they will help optimize the value perceived by the different stakeholders

1. Key influencers management

- Identification of key influencers
- Setting of strategy to manage key influencers
- Implementation of key initiatives to obtain the support of influencers at launch

Key issues to be addressed

- Who are the key influencers that will support the new products, before and after launch?
- Which strategy to put in place to manage influencers?
- What are the key initiatives to be implemented and when (e.g. clinical studies, advisory boards, lectures)?

Merck – Successful product launch in the pharma sector

Sources: Smart Pharma Consulting analyses
2. Key steps

The positioning of the new product and the targeting of clients should be fine-tuned at affiliate level based on local regulations, competition, physicians and centers.

2. Positioning – Segmenting & Targeting

Key issues to be addressed

- How to position the new product to best differentiate from competitors:
  - Better efficacy, safety, convenience?
  - Economic benefit?
- Should the “corporate” positioning be adjusted to the local environment?
- Who should be the primary client target:
  - Hospital specialists / office-based specialists?
  - GPs?
  - Nurses?
  - Pharmacists?

Sources: Smart Pharma Consulting analyses

Note: LD: Launch Date

Merck – Successful product launch in the pharma sector
2. Key steps

The main objective of this process is to get access to reimbursement and obtain a fair price without impacting time to market.

3. Pricing and reimbursement

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Pricing and reimbursement

Preliminary global price corridor

Global price corridor

P&R submission sequence and country target price

Key issues to be addressed

- Develop a local dossier capitalizing on corporate P&R package
- Negotiate with health authorities
- Get a reimbursement and a fair price in line with corporate objectives…
- …while minimizing the time to market

Country negotiation
2. Key steps

Branding, logotype and packaging may require local adjustments due to specificities in each market, and especially to local regulations

4. Branding & Distribution

Average 24 months
Phase II

Average 36 months
Phase III

Submission date
LD - 36

Average 18 months
Submission phase
Pre-launch

Average 18 months
Post-launch phase
Launch

Key issues to be addressed

- Does the brand name fit all the markets?
- What should be the logotype?
- Which is the best distribution strategy considering:
  - The product attributes?
  - The market specificities?
  - The pricing strategy?
  - The positioning and the targeting strategy?
2. Key steps

Corporate should provide affiliates with a brand plan and pre-launch/launch kits early enough, thus enabling affiliates to efficiently prepare their launch.

5. Pre-Launch & Launch kit development

Key issues to be addressed
- How to develop a brand plan (at corporate and affiliates levels) to ensure a successful launch?
- How to ensure the brand plans are properly implemented?
- How to develop a useful pre-launch and launch kit to successfully launch the new product on the market?
2. Key steps

Training kits should be developed at corporate level and if required, customized by affiliates to make them more effective and relevant.

6. Sales force training

Key issues to be addressed
- How and when to train salespeople from affiliates on the pre-launch kit and then the launch kit?
- Should an e-learning program be developed?

Sources: Smart Pharma Consulting analyses

Note: LD: Launch Date
2. Key steps

The careful monitoring of the implementation is key to make the required strategic and tactical adjustments as soon as possible.

7. Implementation of the launch plan

Key issues to be addressed

- How to monitor the appropriate implementation of the:
  - Marketing plan (branding, positioning, targeting, pricing, etc.)?
  - Sales plan?
- How to monitor the appropriate use of the promotional material for the:
  - Pre-launch phase?
  - Launch phase?
- How to fill the identified gaps?

Sources: Smart Pharma Consulting analyses

Note: LD: Launch Date – KEI: Key execution indicators

Merck – Successful product launch in the pharma sector
Consulting company dedicated to Strategy, Management and Organization services in the pharmaceutical sector

**Core capabilities**

1. **Strategy**
   - Assessing the attractiveness of markets (Hospital / retail innovative products - Vaccines - OTC - Generics)
   - Growth strategy
     - Optimization of marketing / sales investments
     - Development of a company in the hospital market Business
     - Valuation for acquisition
     - Portfolio / franchise assessment
   - Extension of product life cycle performance
     - Improvement mature products performance
     - Adaptation of price strategy
   - Defense strategies vs. new entrants
   - Competitive strategies in the hospital market
   - Strategic partnerships companies / pharmacies

2. **Management**
   - Facilitation and structuring of strategic thinking for multidisciplinary product teams
     - Key challenges identification
     - Strategic options formalization
     - Resource allocation optimization program
   - Training of marketing and market research teams to sales forecast techniques (modeling and scenarios development)
   - Development and implementation of a "coaching program" for area managers
     - Sales reps coaching
     - Regional action plans roll-out
   - Development and implementation of a "sales techniques program" for sales forces (STAR₁)

3. **Organization**
   - Rethink of operational units organization
   - Improvement of sales force effectiveness
   - Improvement of the distribution channels covering the hospital and retail markets
   - Development of a strategic planning process

₁ Sales Techniques Application for Results (training course)