Finding the Edge
The latest commercial approaches for winning in biopharma and medical products
Finding the Edge

The latest commercial approaches for winning in biopharma and medical products

Acknowledgements

SPECIAL THANKS

This document would not be possible without the leadership of Mark Venema and Weina Wang. Thank you to KC Spears of Compel Communications, our editor, and to Alizah Herman, our chief designer. We owe the most thanks to our clients and friends in the pharmaceutical and medical device space. Their leadership and partnership provides the backbone of our experiences reflected here.

Thank you all,
Laura Moran, Editor
We have the privilege to work with many leading companies across the med tech and bio-pharma industry. Through our client service and through thousands of hours of independent research and analysis we are developing a vision of what it will take for manufacturers to win in the future US healthcare environment. Some companies are already finding their way in the post-reform world, yet most are still on a journey of discovery.

So what will it take to succeed in this new world? Change agility is vital. Companies need to move from being “change weary” to building change muscles to flex continuously. Scaling up new capabilities like account management, multichannel marketing and data analytics is also part of the new normal. Some companies are stuck in a constant loop of pilots. Others are taking bold steps to transform their models to align with the changing landscape. Speeding up resource allocation is also critical! Most organizations that stripped resources wish it had done more aggressively and earlier. There is still huge waste within commercial organizations and reducing the cost and applying lean techniques can both rescale the cost base and drive topline growth. And what about the patient? They are no longer sitting patiently in the waiting room. They are online and active—more informed than ever.

To be sure there are huge challenges—but equally huge opportunities. The Corporatized Provider is growing in size and influence. Some now exert a vice-like grip on physician behavior and as they succeed we believe others will copy their lead. Payers are evolving fast as well, diversifying their business model(s) and experimenting with new payment structures. For reimbursement, we are in a new world where it is meaningful relative value that matters. Launches without clear distinctiveness are increasingly failing to meet revenue expectations in part because reimbursement fails to meet projections. Stakeholder engagement is more complex. Patients and physicians are engaging online and through social media. We recently co-hosted a digital summit with Google, and one conclusion from it is that our industry is behind many others in using digital tools to maximum advantage. Finally, we take healthcare system reform seriously. Regardless of how the Affordable Care Act evolves, many of the important changes embedded in it will happen anyway.

However, as we look at the industry’s portfolio we get hugely excited. For one thing, our analysis suggests the industry pipeline of new launches is healthy. The most numerous launch
categories will be hospital-based drugs and biosimilars but there are many micro categories. Building your launch capabilities is critical—and data analytics is central to successful launches. We spent much of the last 18 months integrating deeper analytical capabilities into our new Spotlight tool and service—more of that to come. We are seeing real successes in launches, some surpassing even ambitious expectations. For those that have fallen short, re-launch is becoming possible—challenging, but teams can reboot launches and win.

We look forward to discussing the perspectives in this book with you in meetings and at our industry forums. We hope the material here stimulates debate and creates some controversy. Thank you to the colleagues who contributed to the articles here. Thank you also to many of you, our clients, who have provided your perspectives and reactions.

David Quigley
Director
New York Office
NO GOING BACK
Making commercial transformation stick
MAE PODESTA, DAVID QUIGLEY, MATT SMITH

MATCH MADE IN HEAVEN?
When lean manufacturing techniques meet pharmaceutical marketing models
TED FUHR, JONATHAN LICHTINGER, TOLGA OGUZ, DAVID QUIGLEY, MARK VENEMA

PRIMING THE COMMERCIAL ENGINE
How device manufacturers can transform marketing and sales capabilities
MATT EAKINS, BRIAN FOX, ALEX LIU, KEVIN MCELLAN, BRYAN REINHOLT

STAYING AHEAD OF THE GROWTH CURVE
How medical device leaders successfully manage their growth portfolio
ANKUR AGRAWAL, RUTH DE BACKER, BILL HUYETT, FREDERICK SOO, DELPHINE ZURKIYA

ENOUGH WITH PLAYING AT THE MARGINS
Actively re-allocating resources creates lasting value in medtech
RUTH DE BACKER, ANDREW REMISSONG, DELPHINE ZURKIYA

GOING SLOW TO GO FAST
Maximizing an innovative device launch
PAUL BLANCHFIELD, JEREMY FOGEL, AJAY GUPTA

UNDERSTANDING THE MIND OF THE CONSUMER
How to make consumer-driven launches work
BRIAN FOX, JESSICA LEMBONG, JULIE LOWRIE, VANGELIS VERGETIS

TAKE 2
Getting a re-launch right
DAVID QUIGLEY, VANGELIS VERGETIS, ELI WEINBERG

SECTION 1
Building the next-generation pharmaceutical or device manufacturer

SECTION 2
Creating high-impact launches