

Case Study

Life Cycle Management and Scenario Planning

How did one of the world's largest pharmaceutical companies use scenarios to plan the life cycle management of a novel drug?

Decision Resources

www.DecisionResources.com

Situation

A Top-Five European pharmaceutical company wanted to initiate life cycle management for a novel therapy in the early stages of clinical development. Desiring to integrate scientific, clinical, and commercial staff early in the project, the client turned to Decision Resources, Inc., to consider a broad array of markets, indications, and formulations to maximize the long-term value of the franchise and to consider the uncertainty they would face in a very competitive marketplace.

Challenge

The key challenges for the Decision Resources consulting team included:

1. Assimilating data from the G7 markets for more than ten indications to establish clinical and commercial priorities for a global brand.
2. Working with thought leaders to detail unmet need and possible positioning strategies for a new entrant in one of the most competitive markets where “share of voice” hurdles are tremendous.
3. Engaging a broad client team of marketing, clinical development, and brand managers in future-focused discussions about where the marketplace is heading and how different scenarios would inform their actions and investment choices.

Approach

Drawing on its market-tested, content-based Scenario Planning approach, the Decision Resources team worked closely with the client to develop a multifaceted quantitative and qualitative view of the future market.

Step 1 To quantify the opportunities for life cycle management, the Decision Resources consulting team engaged colleagues with specialized knowledge in neurology, pain, and inflammation to develop a robust data set. Working across therapeutic areas and with in-house epidemiologists, a “whole company” approach was applied for careful consideration of the current and future opportunity in ten indications.

Step 2 To develop a detailed understanding of the client’s insight, ambition, and expectations, interviews were completed with members of the client’s global brand team and scientific personnel to capture their perception of the product’s strengths and weaknesses, and to identify points of leverage, corporate synergy, and competencies.

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Step 3 To develop complementary market insight, the Decision Resources consulting team completed in-depth interviews with thought leaders in pain and inflammation across the United States, Europe, and Japan to validate medical practice, test commercial messages, rank emerging competitors, and ascertain trends in treatment and novel scientific discovery. Interviews were also completed with a set of U.S. managed care formulary directors to gauge their acceptance and likely formulary positioning for the novel agent.

Step 4 Using the broad range of data and inputs gathered, the Decision Resources consulting team developed a set of scenarios describing the possible future marketplace and focused product life cycle strategies. Scenario components included potential investments and strategies, internal constraints and competencies, clinical trial design, competition and competitive response, reimbursement by managed care, and customer behavior.

Step 5 The effort culminated in two full-day workshops where the client rehearsed each possible scenario in terms of competitors, markets, customers, and internal actions. As a final step, a combined “consensus” scenario was developed that would guide the client’s overall product launch and product life cycle planning.

Outcome

Through careful consideration of Decision Resource-compiled data combined with a dynamic and interactive scenario-based workshop that described the future, the client was able to assimilate data from several markets and indications to clearly prioritize short- and long-term investments to support its life cycle management plan. The scenario exercise allowed the client to rehearse several plausible futures and to build its own “future-proof” plan. Beyond the experiential workshop, the client organization received a comprehensive data book featuring analysis of indications, competitors, and marketing strategies that will be an on-going reference for the brand team.

The Decision Resources Difference

A unique and engaging scenario process coupled with unparalleled expertise in disease analysis and commercial planning allowed the Decision Resources consulting team to provide a comprehensive strategy for the long-term success of the product and the client.