

White Paper

# Ready for a Challenge? Pressure-testing Asset Performance in a Changing Market Environment

*To optimize launch performance in a climate where trajectories of new product launches are lagging historic trends, a data-rich, insights-led, outside-in challenge endorsed by senior leadership adds value at all stages of the asset life cycle.*

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# Introduction

Successful launches and sustained revenue growth from new products are the lifeblood of the pharmaceutical industry. While the forecasted spending on new brands is expected to add \$196 billion over the next five years<sup>i</sup>, achieving success has become elusive. IQVIA's recent Launch Excellence studies demonstrate just how difficult it is to succeed in the current pharmaceutical landscape<sup>ii</sup>.

The pandemic has contributed to the underperformance of launches over the past two years. Products launched after COVID-19 have seen a ~20% gap in sales after first six months vs. pre-pandemic launches<sup>iii</sup>, and this trend is expected to continue through 2023. The ravages wrought on healthcare budgets and healthcare systems is likely to increase the challenges pharma companies face in achieving launch success.

Critically too, market fragmentation and the proliferation of real world data (RWD) is putting pressure on commercial teams to sustain growth. True market exclusivity is being squeezed as innovation cycles accelerate and the standard of care (SoC) is replaced more frequently.

For these reasons IQVIA developed the Challenger Partnership Program to help clients optimize asset value at every stage of the lifecycle, from pre-launch product planning to maturity.

## The IQVIA Challenger Program

The IQVIA Challenger Program is a partnership between IQVIA and pharma executives responsible for launch planning and execution for a specific brand. It involves bringing together key decision makers and industry experts to evaluate positioning strategy and launch goals and pressure-test key performance indicators (KPIs). The resulting insights

help teams define white spaces and identify hot spots for improvement.

A typical Challenger Program embraces a collaborative and forward-looking process, where strategy consultants work with market and functional experts (e.g. commercial analytics, real world evidence teams), and global and local company leaders (e.g. general managers, business unit heads, business intelligence, brand managers, and sales and medical affairs) to conduct an unbiased 360-degree review of strategic planning, execution, and performance. The review creates synergy across internal company insights and IQVIA's expertise and analytical power to deliver a comprehensive action-oriented assessment of the drivers impacting product success.

The key to success in the Challenger Program is the involvement of decision makers who have the authority and willingness to adapt any element of the asset strategy to achieve the best possible outcome for the brand over its entire lifecycle.

In many cases, these reviews uncover unforeseen issues. For example, a lack of prescriptions from university clinics or trial sites combined with data pointing to unfavorable brand perception among healthcare professionals (HCPs), may indicate a lack of key external expert (KEE) acceptance tied to subpar medical engagement. IQVIA experts help clients identify these trends, along with common issues and best practices across key markets and the implications they may have on strategy and execution.

The resulting insights are used to form a critical appraisal of strategy and execution plans along with potential roadblocks and opportunities at every stage of the lifecycle (see figure 1). During the pre-launch phase, a key question may be to determine the most pertinent positioning for the brand, and to identify and engage with tiers of clinical thought leaders to prepare the market. Whereas during launch, objectives for customer reach may be compromised by access issues, which may inform future engagement priorities.

Figure 1: Key questions and Challenger Program outcomes across the lifecycle

	Pre-Launch	Launch	Growth	Maturity
Key questions	<ul style="list-style-type: none"> <li>• How to <b>position</b> the brand?</li> <li>• Which <b>additional (real world) evidence</b> to generate?</li> <li>• How to optimally <b>prepare the market/engage KEEs</b>?</li> </ul>	<ul style="list-style-type: none"> <li>• How to <b>adjust positioning and messaging</b> in line with market realities after launch?</li> <li>• How to optimally target and <b>engage key treatment decision makers</b> ?</li> </ul>	<ul style="list-style-type: none"> <li>• How to <b>address key barriers</b> and <b>unlock further growth potential</b> ?</li> </ul>	<ul style="list-style-type: none"> <li>• How to <b>sustain market position</b> and stable growth?</li> </ul>
Challenger outcomes	<ul style="list-style-type: none"> <li>• Refined <b>brand positioning</b> and most suitable <b>patient profiles</b></li> <li>• Identified <b>additional evidence</b> needs to strengthen value proposition and positioning</li> <li>• Pressure-tested and/or refined <b>medical launch plan</b></li> </ul>	<ul style="list-style-type: none"> <li>• Pressure-tested client (and/or partner) <b>performance</b> and/or refined <b>KPIs</b></li> <li>• Refined <b>positioning &amp; messaging</b></li> <li>• Identified <b>inefficiencies and missed opportunities</b> in targeting (i.e. call plan deviations, key HCPs missed)</li> <li>• Refined <b>customer engagement approach</b> (i.e. promotional intensity, co-promotion, omnichannel)</li> </ul>		<ul style="list-style-type: none"> <li>• Pressure-tested <b>performance</b> and/or refined <b>KPIs</b> (incl. <b>newly launched indications</b>)</li> <li>• Pressure-tested <b>investment levels</b> across indications</li> </ul>

Meetings under the Challenger Program take place annually with the flexibility to quickly regroup should circumstances require urgent attention. The conclusions and recommendations are shared in meetings with decision makers, and actions agreed upon for immediate implementation.

## Challenging launch performance

The Challenger Program adds value at each stage of an asset's life cycle. However it is especially critical to optimize the course of key assets during launch, since only ~20% of launches will make significant improvements in their long-term trajectory<sup>iv</sup>. This is an area where many companies fall short, leaving their launches at risk.

Launch teams often lack a comprehensive view across all elements of launch performance with reviews only occurring inconsistently and in isolation. Individual groups may track their own progress, but miss the big picture and the hidden patterns that directly influence launch outcomes. More critically, these reviews rarely involve decision makers who have the mandate to execute wide-ranging changes. This prevents swift response, which could put future revenues at risk.

When holistic reviews are part of the launch plan, and conducted in the early months of launch, manufacturers can boost their launch strategy and execution to achieve better near-term results, while setting the stage for long-term market success.

# How it works

The Challenger Program allows companies to comprehensively review and optimize their launch performance leveraging a 360-degree framework, covering four main assessment areas (see figure 2):



**Strategy and planning:** Challenger teams conduct a detailed review of the brand strategy as well as segmentation & targeting (S&T) and go-to-market (GTM) plan against market realities after launch. This allows for refinement of key elements, such as positioning, target patient profiles, evidence generation plan, and customer engagement planning.



**Execution:** An in-depth assessment of commercial execution is conducted using promotional data in triangulation with CRM data. This allows for adjustments to promotional intensity per channel, to sharpen focus on the most impactful messages, and to optimize targeting.



**Access and pricing:** Analysis of performance is conducted including adherence and abandonment rates across payer channels with payer-level prescription data. This yields insights on which channels to strengthen further.



**Performance:** Challenger teams leverage national and region-level prescription data to understand market shares for both total and newly initiated patients across key specialties as well as drug switching patterns. This helps to uncover performance issues and opportunities – especially in triangulation with the client’s CRM data to identify bright spots in regional performance for replication.

The insights uncovered through the Challenger Program (see figure 3) form the basis to deliver an objective point of view on launch performance, and lead to unbiased and forward-looking discussions about what changes could drive stronger results. In some cases, the reviews validate existing hypotheses on barriers, confirming the need for action. However, more often they uncover hidden themes, unanticipated roadblocks, or opportunities that require immediate action by global and/or local teams.

Figure 2: The IQVIA Launch Challenger framework for 360-degree launch performance review



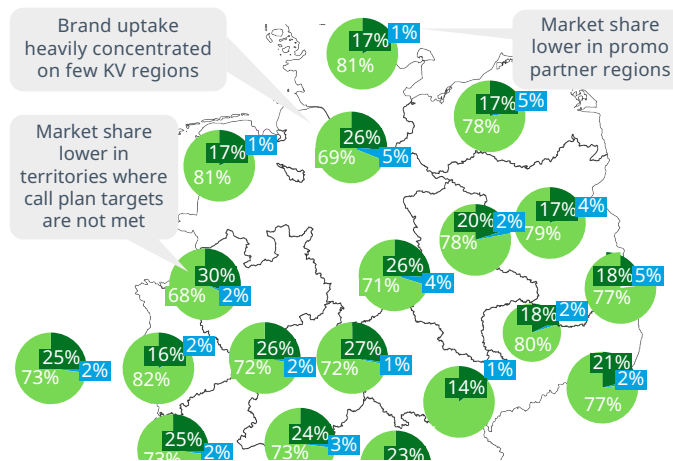
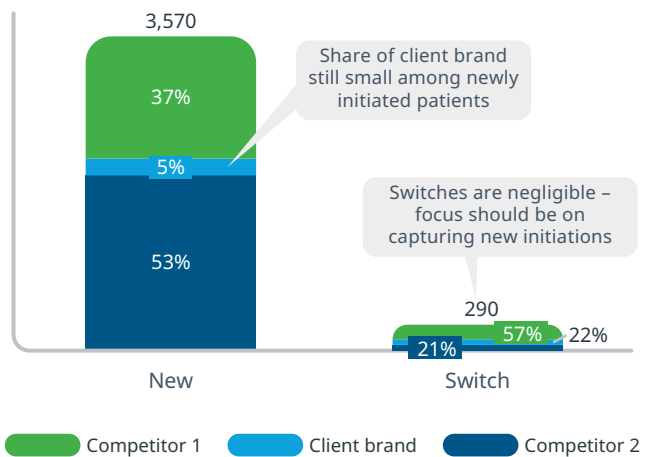
Assessment area	Assessment areas tailored to client needs			
	Analyses			
Revise strategy and planning	Strategy assessment	Review of S&T planning	Review of GTM planning	Expected impact of market and/or competitive dynamic
Optimize execution	SoV analysis (across channels)	Messaging execution	Call plan achievement	Quality of field force engagement
	Quality of detailing/marketing materials	Quality of multi-channel engagement	HCP perception (and PMR gaps)	Patient profile analysis
Optimize access and pricing	 Payer formulary and channel analysis	 Review of post-AMNOG target price	Quality of patient support programs	Distribution delays
Assess performance	National TRx and NBRx (vs. competitors and analogues)	Regional TRx and NBRx (vs. competitors)	Source of business analysis	Account penetration (vs. competitors)

Figure 3: Illustrative outcomes and insights from applying the IQVIA Launch Challenger framework (1 of 2)

Sales breakdown by territory in %

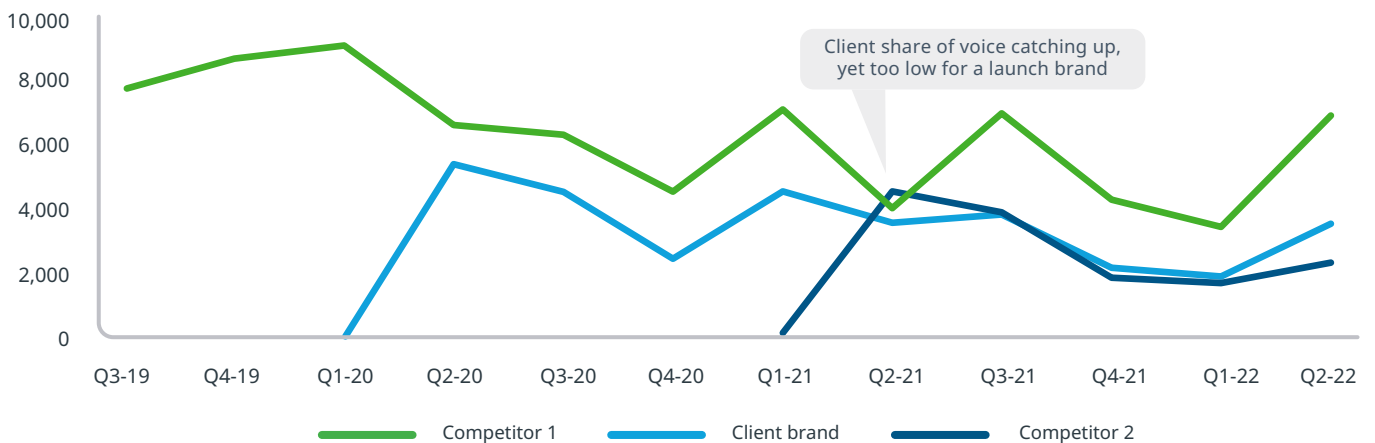


New and switch patients



Share of voice (all specialties)

# Detailing contacts

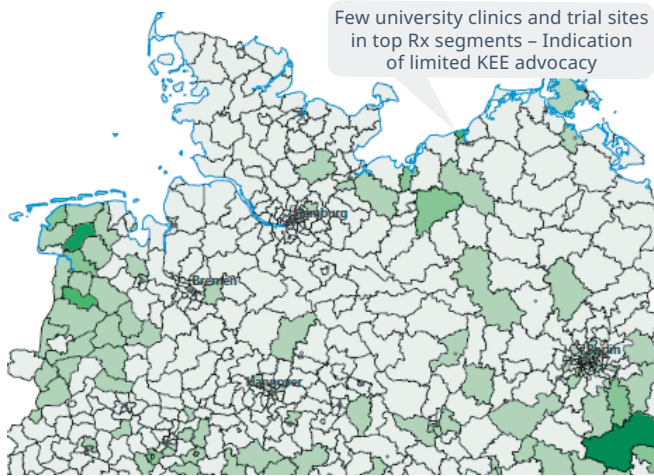


HCP value breakdown across indications (all specialties)

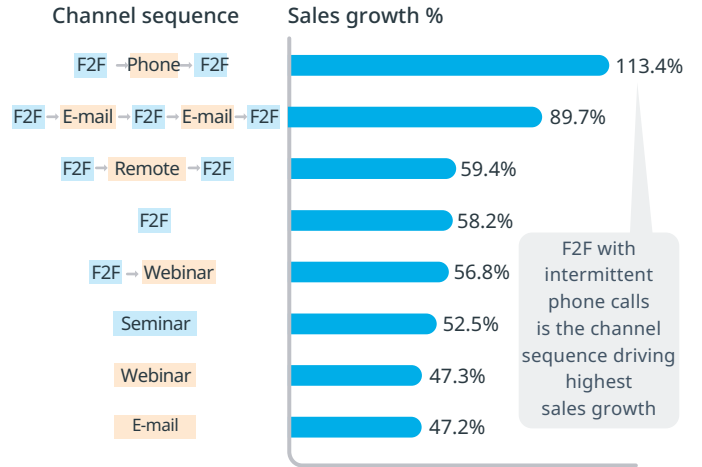


Figure 3: Illustrative outcomes and insights from applying the IQVIA Launch Challenger framework (2 of 2)

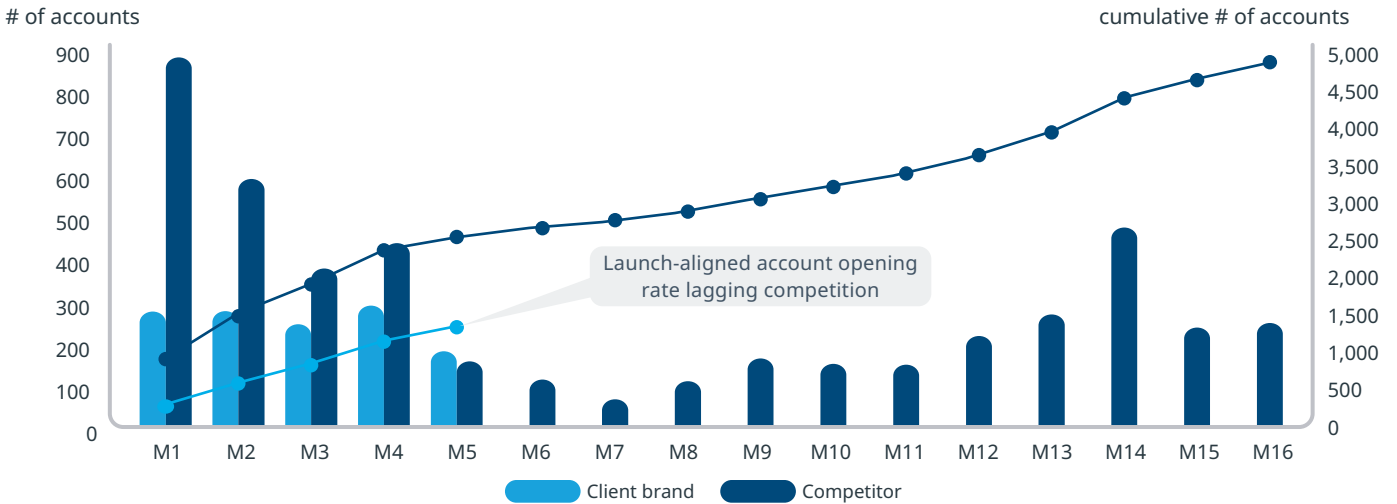
Rx breakdown by sub-national segment



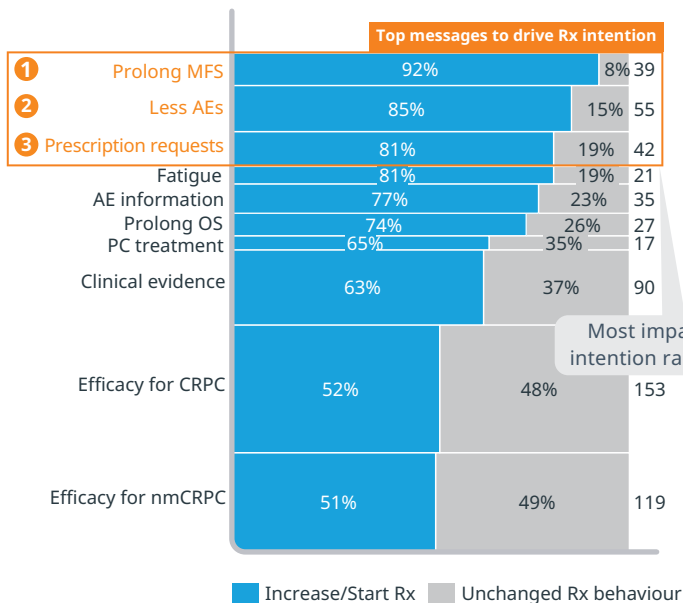
Sales growth per channel sequence



Account opening rate (launch-aligned)



Prescription intention toward each message



Messages reported by physicians

Category	Message	% HCPs
Efficacy	Efficacy for CRPC	29.0%
	Efficacy for nmCRPC	22.6%
	<b>1 Prolong MFS</b>	7.8%
	Prolong OS	5.6%
	Prolong PFS	0.5%
	Efficacy for mCRPC	0.3%
Safety / SE / Tolerability	Efficacy for HSPC	0.0%
	<b>2 Less AEs</b>	6.2%
	AE information	6.2%
	Fatigue	4.6%
	Skin condition	0.3%
	Daily life / QoL	0.5%
Indications	PC treatment	3.0%
	Rx for high-risk pts	1.1%
	Expansion of indication	0.3%
Clinical trial	Clinical evidence	20.7%
	MoA	1.6%
Other	Webinar information	8.1%
	<b>3 Prescription requests</b>	5.4%
	GL information	1.6%

## A proven concept

The IQVIA Challenger Program has continued to develop, informed by multiple programs over a ten-year period. It has served to course correct and improve performance for multiple key launch brands, uncovering insights that changed significant elements of the strategy and execution. Examples include partnership adjustments, pricing and market access strategy and positioning refinements, changes to real world evidence plan, engagement model adaptations, and strategies to mitigate competitor launches.

In addition, IQVIA has helped clients revise tactics related to customer segmentation and targeting, improve the impact of messaging, and provide benchmarks against direct competitors.

In one Challenger review for a recent oncology blockbuster launch, the team identified severe underperformance of the client's local promotional partners. The analysis found that in one country market share in the partner's regions was consistently lower, while in another the promotional partner did not adhere to the targeting plan, resulting in wasted effort and lost opportunities.

IQVIA also found that messaging was too focused on safety data at the expense of efficacy-related messages, while share of voice was too low for a launch brand. These insights led the client to reconsider their partnership model, re-balance messaging, and increase promotional activity across key channels.

In another example, a Challenger conducted for a cardiovascular drug determined that positioning was not fully in line with the clinical evidence and the new competitive realities after launch. This in turn led to a concerted effort with the client to sharpen their brand's positioning and target patient profile.

## Challenge your brand strategy, plan and execution

In a fragmenting market that is rapidly evolving for a post-pandemic world, life sciences companies cannot expect old launch methods to deliver the same results. It is an uncertain environment that requires an insights-led approach and innovative thinking to link evidence with excellent communication strategies in order to navigate the pitfalls. When companies run a Challenger Program early in the product life cycle, they can harness the power of data-driven insight, as well as disease area and local market expertise, to build stronger launch strategies that adapt to a changing world.

For information on how IQVIA can assist you in defining a Challenger Program fit for the needs of your key asset, contact the IQVIA Commercial Strategy team

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<sup>i</sup>The Global Use of Medicines 2022: Outlook to 2026, IQVIA Institute, 2022

<sup>ii</sup>Launch Excellence: Escaping the Complexity Trap, IQVIA EMEA Thought Leadership White Paper, 2022

<sup>iii</sup>Overcoming Pharma's Launch Performance Problem, IQVIA EMEA Thought Leadership White Paper, 2022, IQVIA MIDAS December 2021; Notes: Analysis conducted for prescription products in US, EU4, UK, Japan and China; Includes New Active Substance launches only; Pre-pandemic launches: Jan-15 to Sep-19; Excludes Hep C products

<sup>iv</sup>Launch Excellence VIII, IQVIA EMEA Thought Leadership White Paper, 2023



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