

The Road to Success:

Patient-Centric Approaches Across the Brand Journey

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Spotting continuity errors in film can be rather amusing, but continuity errors in the development and marketing of pharmaceutical products are anything but amusing. When the commercial team has a different vision of the patient than the development team, disconnects occur, market access hurdles arise and strategies can't be translated into workable tactics.

Pharmaceutical manufacturers now have patient-centric insights to ensure that the same view of the patient infuses decisions made throughout the entire brand journey.

Understanding brand potential

Since everything flows from the core clinical and health economic development program, companies must take great pains to gain a complete understanding of the actual size, profile and flow of a new product's patient base.

For most products, the available market is the "dynamic market"—those prescriptions for naïve patients who will seek treatment for the first time or whose needs are underserved by existing treatments.

Aligning around the brand vision

Patient flow models pinpoint where patients enter the healthcare system and illustrate their treatment progress. Such models quantify the number of patients in each part of the pathway and the source of business for each existing therapy. Analysts can take into consideration the likely impact of managed care policies, switching, disease severity, concomitant therapies and non-adherence.

This information aids the design of clinical programs, health economics and outcomes research (HEOR), regulatory/labelling strategy, educational platforms and promotional strategy.

Developing the clinical strategy

The clinical development plan should take into account the patient population that will be new to therapy, switching therapies and adding on a therapy. If, for instance, the drug is expected to be add-on therapy, the insight can reveal the concomitant medications that are most prevalent. Clinical trials should thus anticipate side-effects in these cases. Likewise, if business is expected to come from patients who switch therapies, trials must provide evidence that switching is beneficial. Finally, for new patients, the product must demonstrate its effectiveness vs. other therapies.

Preparing the HEOR strategy

Similarly, the HEOR plan can leverage patient-centric data to determine the type of studies that will be necessary and to form the basis of the research itself. The insights can be used to quantify the medical need, express patient outcomes in quantifiable terms and calculate the financial impact.

Launch planning and promotion

Because the dynamic market is the main driver of growth, a brand's trajectory is set within its

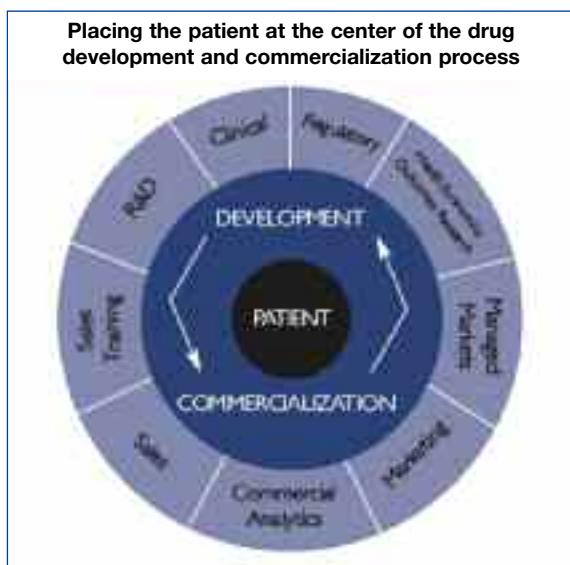


Figure 1. Focusing on patient-level insights can help align the organization and connect development and commercialization activities.

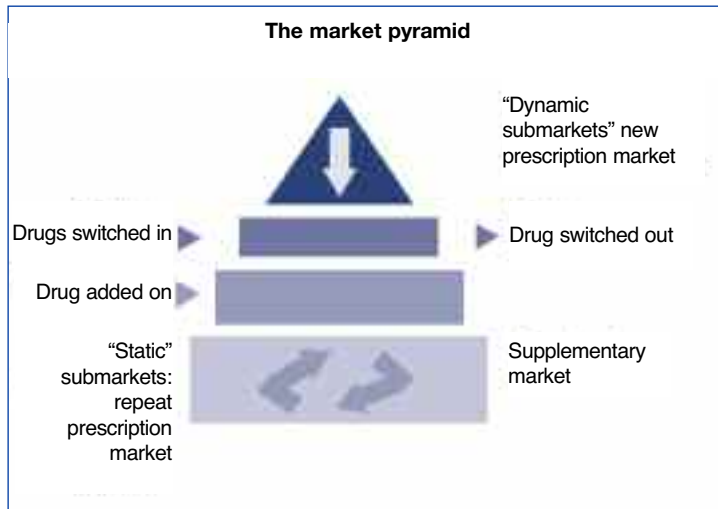


Figure 2. The prescription segments shown here are in proportion to what can be expected in a chronic-care market, where generally, only about 10% of the total market is in play.

first six months on the market and then remains fairly fixed. Insights help:

- Allocate promotional resources to physician segments that initiate therapy vs. those that “inherit and maintain”
- Identify physicians treating patients matching the target patient profile
- Guide a sampling strategy, taking into account each physician’s role in the dynamic market
- Develop messaging that addresses the unique needs of patients and prescribers
- Identify payer needs and develop programs to facilitate market access

Allocating the field force

Segmenting physicians by their prescribing levels for the dynamic market can suggest the ideal call plan and hence sales force size with great precision.

Managing performance

Considering that the overall strategy is based on assumptions on market size, dynamic segments and patient flow, performance can be measured against those assumptions. Insights can be used to identify performance gaps, competitive

threats and growth opportunities. Companies can use it to:

- Reveal uptake in patient segments who would benefit most from a drug
- Highlight treatment practices that suggest the need for further clinical investment
- Track and improve adherence programs

Evaluating promotion

With patient-centric information, promotional impact can be measured along three dimensions: new therapy starts, switches or continues. Best-practices include:

- Measuring promotion contribution at each point in the patient life cycle, enabling optimization
- Evaluating the effectiveness of messaging at guiding new start, switch or add-on behaviours
- Measuring the effectiveness of highly directed, spot-in-time promotions

Determining and aligning compensation

Compensation plans can incorporate patient-centered metrics to align team members with the strategy and to reward performance against defined patient segment targets. Imagine the power of having the commercial organization rewarded on their achievement of the same goals that were set at the beginning of the brand journey.

Conclusion

Patient-centric information helps ensure that a product meets the needs of the market and that the company proceeds with realistic expectations for the brand. With a complete and cohesive view of the patient, the entire organization can be aligned along the same market construct, the same goals and the same strategy.

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