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DECISIONS DELIVERED

HOW TO AVOID THE MOST COMMON PITFALLS IN PRODUCT LAUNCH

01

15 KEY STRATEGIC QUESTIONS WHEN
LAUNCHING IN PHARMA/MEDTECH

02

YOUR OWN LAUNCH READINESS CHECK-UP
A 'TICK-THE-BOX' SELF ASSESSMENT TOOL

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THE 8 PITFALLS IN PHARMA/MEDTECH LAUNCH & 15 KEY STRATEGIC QUESTIONS TO ASK YOURSELF TO AVOID THEM

- Starting too late
- 01 Did we start the **commercial launch preparation early enough** (in mid stage 2 clinical development)?
 - 02 Did we create **alignment early on**: internally among the cross-functional teams and externally among key stakeholders by building disease/product awareness?
- Insufficient resources
- 03 Are **sufficient financial and human resources** assigned to the launch, covering different functions/departments and with the right capabilities and launch knowledge?
- Poor stakeholder engagement
- 04 Are all **key stakeholders identified**, are their needs defined and are their roles and impact within the go-to-market strategy understood and acted upon?
 - 05 Is there an **engagement strategy** in place to build advocates to endorse the product early on (both KOL and guideline endorsement)?
- Limited product value
- 06 Is the **product value** proven by trustworthy data, are sufficient trials conducted and do early customer experiences affirm the product value?
 - 07 Do we have a clear and compelling **value proposition** for the product that tailored to the different stakeholder's/segments' needs?
- Inferior data analyses & insights
- 08 Do we have a precise definition of the **market opportunity**, the **market size** and the **competitive landscape** based on data driven insights?
 - 09 Do we understand the **patient pathway** and have we identified all the drivers, barriers and leverage points? Have we identified the right **launch KPI's** and how to track them?
- Inadequate internal organization
- 10 Do we have the right **launch team, processes, decision matrices, governance system, policies...**in place?
 - 11 Is the launch driven by a **cross-functional decision-making team** that is creating adequate communication and alignment within the whole organization?
- Ineffective launch mindset & capabilities
- 12 Is there a **strong internal commitment** and common mindset throughout the organization to make the launch a success?
 - 13 Are we **defining the right strategies and tactics** by understanding the type of launch, and having an innovative, though realistic and critical mindset, without overestimating our own product and capabilities versus competition?
- Failing to commercialize successfully
- 14 Is my **positioning and messaging strategy** clear and unique, tailored to the key segments and stakeholder groups, and using the optimal and cost-effective communication strategy and omnichannel approach?
 - 15 Do I have a strong **go-to-market strategy**, that is adaptable to market changes and reactions from competition?

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YOUR OWN LAUNCH READINESS CHECK-UP

A 'TICK-THE-BOX' SELF ASSESSMENT TOOL

Clinical unmet needs have been identified and verified

The most critical clinical trials in phase 2B & 3 are identified and executed successfully

Clinical trials are successfully executed and investigators are taken 'along the journey'

The launch project timelines and key milestones are identified

Starting too late There is cross-functional engagement and global and local teams are aligned

Early awareness is established and initial experiences are created

Key launch stakeholders are identified and involved early on

Actions to secure favorable market access are identified and executed

The launch plan considers the therapy area's current & future market access environment

The appropriate financial and human resources are assigned to the launch

The allocated resources are aligned to the type of launch (niche, blockbuster, me-too,...)

Insufficient resources The internal roles and responsibilities of everyone involved have been clearly identified

The right level of launch knowledge and experience is recruited or developed

The appropriate size and capabilities of the customer facing teams have been defined

There is an adequate life-cycle management strategy defined

The main customers, key players and stakeholders in the market are identified and mapped

The stakeholders are prioritized according to potential impact on the go-to-market strategy

The stakeholders are prioritized according to the different phases of the launch

Poor stakeholder engagement The impact of each of the stakeholder groups on the go-to-market strategy is assessed

The KOLs are identified and their networks are mapped out

An engagement strategy and action plan for each of the stakeholders is developed

The current and future competitive landscape is known and accounted for in the plan

The current and future role of patients is identified and the launch strategy is patient centric



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Limited product value

- There is a clear positioning statement of the product defined
- The unique selling proposition and key characteristics of the product are recognized
- Differentiation from existing and other upcoming products is established
- There is a clear view on the clinical investments needed to achieve optimal market access
- The value proposition is verified among different stakeholders
- An efficient and effective communication strategy is developed
- Sufficient data, trials, research,.. proves the differentiated value of the product

Inferior data analyses and insights

- All parameters for accurate forecasting are known and the business opportunity is assessed
- The different steps in the patient journey have been distinguished
- The drivers, barriers and leverage points across the patient journey are identified
- The process of how patients are being diagnosed/tested/referred is known
- The internal & external factors that drive & influence treatment selection are known
- Different patient types are identified and their specific treatment pathway is known
- The strengths and weaknesses of current and future competitors are described
- The needs and wants of all stakeholders (incl. market access) have been identified
- The impact of the current & future market access/reimbursement environment is understood
- Critical market research initiatives to fill knowledge gaps have been executed
- A relevant set of internal and external launch KPIs are being tracked and monitored

Inadequate internal organization

- Key internal launch processes, decision matrixes and governance systems are in place
- Measures are in place to evaluate/monitor launch capabilities and to identify additional needs
- An experienced and capable cross-functional decision-making launch team is set up
- There is clear alignment between global strategies and tactical plans and local realities
- Departments only indirectly involved in the launch process (supply chain,..) are also aligned
- The gaps & development needs within each of the teams/stakeholders are identified
- The right training programs are implemented to fill internal knowledge gaps
- The launch capability development plans are tailored to needs of the country & product
- Appropriate tools are in place to share best practices among launch teams & countries



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Ineffective
launch mindset
& capabilities

A change management strategy & plan is developed to prepare the organization for launch

The launch type is defined: blockbuster/me-too, niche product/broad indication

The Launch strategy, tactical plans, teams, resources,... are adapted to the launch type

Appropriate actions are taken to create a culture of one-team (vision, goals and road map)

The go-to-market model is embedded and supported in the whole organization

The right level of commitment for the launch is reached within all cross-functional teams

Launch teams are stimulated to think out of the box and the company fosters innovation

Appropriate internal communication flows are set-up between different levels/departments

Measures are taken to avoid overconfidence and underestimation of competition

Failing to
commercialize
successfully

Current knowledge levels of the stakeholders regarding the disease/product are identified

The right educational campaigns are developed and implemented

The product has a clear and advantageous competitive positioning in the market

A strategy is developed to stimulate the drivers and to tackle the barriers to prescribe

Segments are identified & prioritized and their leverage points are identified

A positioning statement is defined for each targeted segment

The launch team is agile. The go-to-market model is flexible towards (competitive) changes

The key priority areas to invest in first (to optimize the competitive position) are identified

An appropriate pricing strategy is defined in line with reimbursement goals

A communication strategy is defined in line with the launch type (blockbuster vs. niche,...)

The optimal channel mix (incl. digital channels) and required investment levels are defined

Investments in messaging/marketing materials are

The launch plans takes the market access requirements sufficiently into consideration



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