



ADVISORY BRIEF

What You Need to Know Now to Be Prepared for 2024

Highlights from TGaS Advisors' Fall Summit



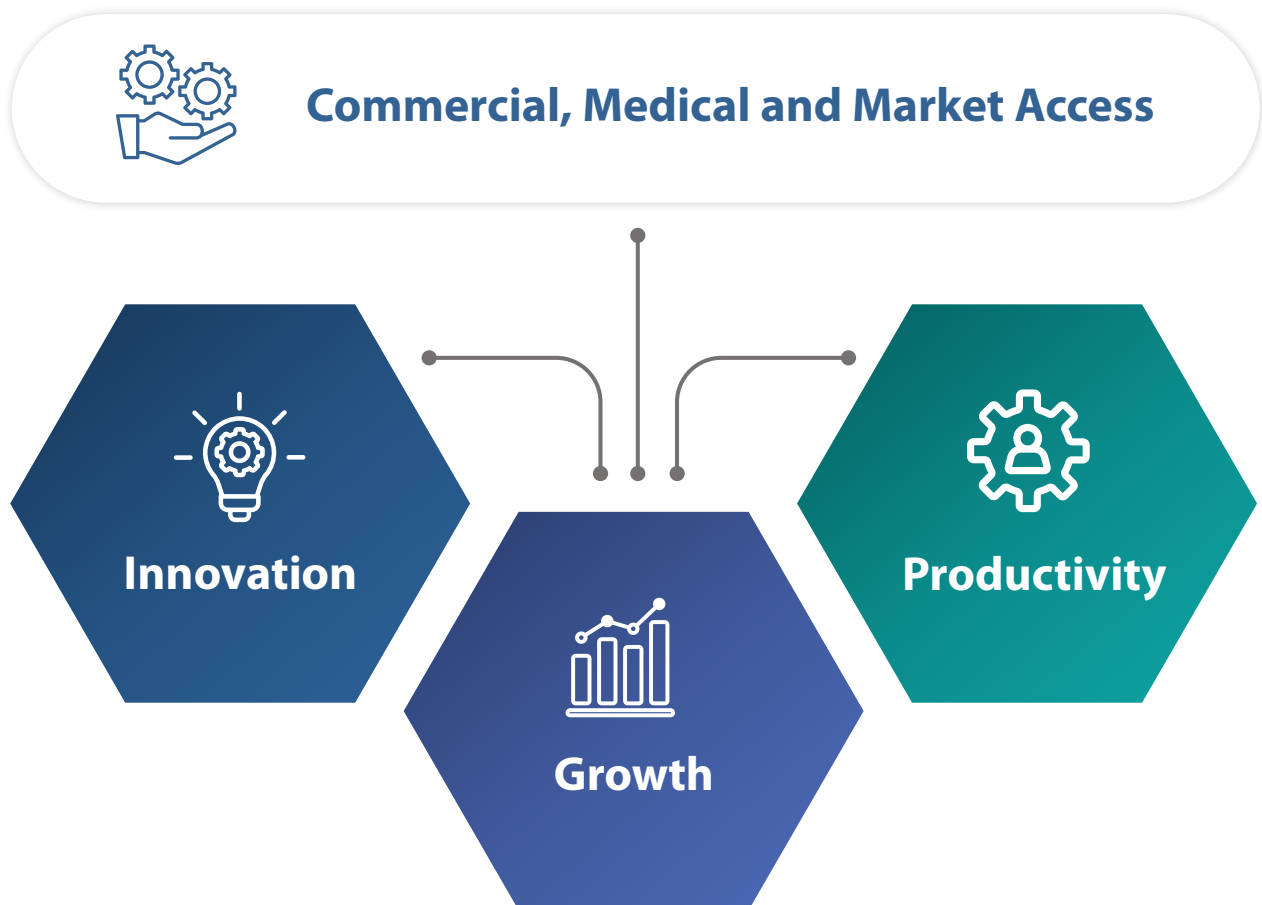
December 2023

How are Biopharmaceutical organizations evolving to develop capabilities and propel innovation for 2024 and beyond?

Executive leaders in Commercial Operations, Medical Affairs, and Market Access are focused on making informed decisions to propel the evolution of their organizations in this rapidly changing global economy. As you strategize to accelerate optimizing structure, talent and capabilities to excel in the future, this Advisory Brief brings you critical insights gleaned from the recent TGaS Advisors' Fall Summit.

Focus of This Advisory Brief

Future forward priorities enabled by foundational elements of data and digital capabilities



Effectiveness relies on cross-team collaboration, simplification of processes and improved analytics capabilities

Big changes are on the horizon

How are other companies adapting?

Think TGaS for “one source of the truth” when you need fact-based answers now...



Generative AI



Inflation Reduction Act



Evolving Data Needs and Challenges



Personalized and Modular Content



Commercial/Medical Affairs Collaboration



Omnichannel Engagement

Background

This advisory brief incorporates learnings from TGaS Advisors' 2023 Fall Summit, which brought together the industry's top commercial operations, market access and medical affairs executives to discuss the hottest trends, address concerns and prepare for future challenges.

More than 500 individuals from 100 emerging, mid-tier and large-tier biopharmaceutical companies attended one or more of the 16 function-specific sessions. Leaders shared perspectives, made recommendations and collectively thought through alternative paths for key decisions for today and beyond.

Topic Index

Innovation	Innovation and Generative AI	5
	Field Operations	7
	Marketing Operations and Promotional Review Excellence	8
	Omnichannel Marketing	9
	Commercial Insights and Advanced Analytics	10
	Learning and Development	11
	Commercial Data Management	12
Growth	Summary	13
	Field Operations and Incentive Compensation	14
	Commercial Insights & Advanced Analytics	15
	Digital & Omnichannel	16
	Marketing Operations & Promotional Review Excellence	17
	Commercial Data Management	19
Productivity	Overcoming Challenges	20
	The Commercialization of Omnichannel	23
	Content Excellence	24
	Promotional Review Excellence	25
Market Access Trends	Summary	27
	Pricing, Contracting & Analytics	28
	Access Strategy & Customer Engagement	29
	Patient Support Services	30
Medical Affairs	An Evolving Function	37
	Generative AI	38
	Omnichannel Engagement	39
	Demonstrating Impact	40

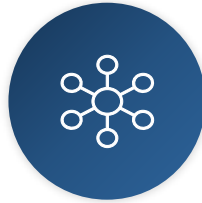
Innovation

Innovation is crucial to a business's future success because it enables companies to stay competitive, meet customer needs and adapt to changing market conditions. **Companies that fail to innovate risk falling behind and becoming irrelevant.** By introducing new products, services and business models, companies can differentiate themselves and capture new growth opportunities. Ultimately, **innovation is no longer an option but a necessity** for businesses that want to remain successful and thrive in the future.

This sentiment was clearly articulated in the different summit sessions as leaders discussed their pursuit of current and future-forward innovation. Three common themes emerged in post session debriefs:



The **use of AI and machine learning** is becoming increasingly important across all areas of the pharmaceutical industry. Companies are exploring innovative ways to leverage these technologies to streamline operations, personalize customer experiences and gain insights from data.



The **shift to omnichannel marketing** is a significant focus area for the industry, with companies exploring innovative ways to deliver seamless and personalized experiences across multiple channels. This requires buy-in from senior leaders, cross-functional collaboration and a clear understanding of the customer journey.



Companies are focusing on **developing their employees' skills and capabilities** to prepare them for future challenges. This includes developing soft skills, leadership capabilities and leveraging innovative approaches to learning and development.

What is top of mind within your organization or department when it comes to planning for 2024?

modular content
 field compliance
 omnichannel strategy
 automating mlr
 new vendor onboarding
 change management
 managing limited resources
leveraging gen ai

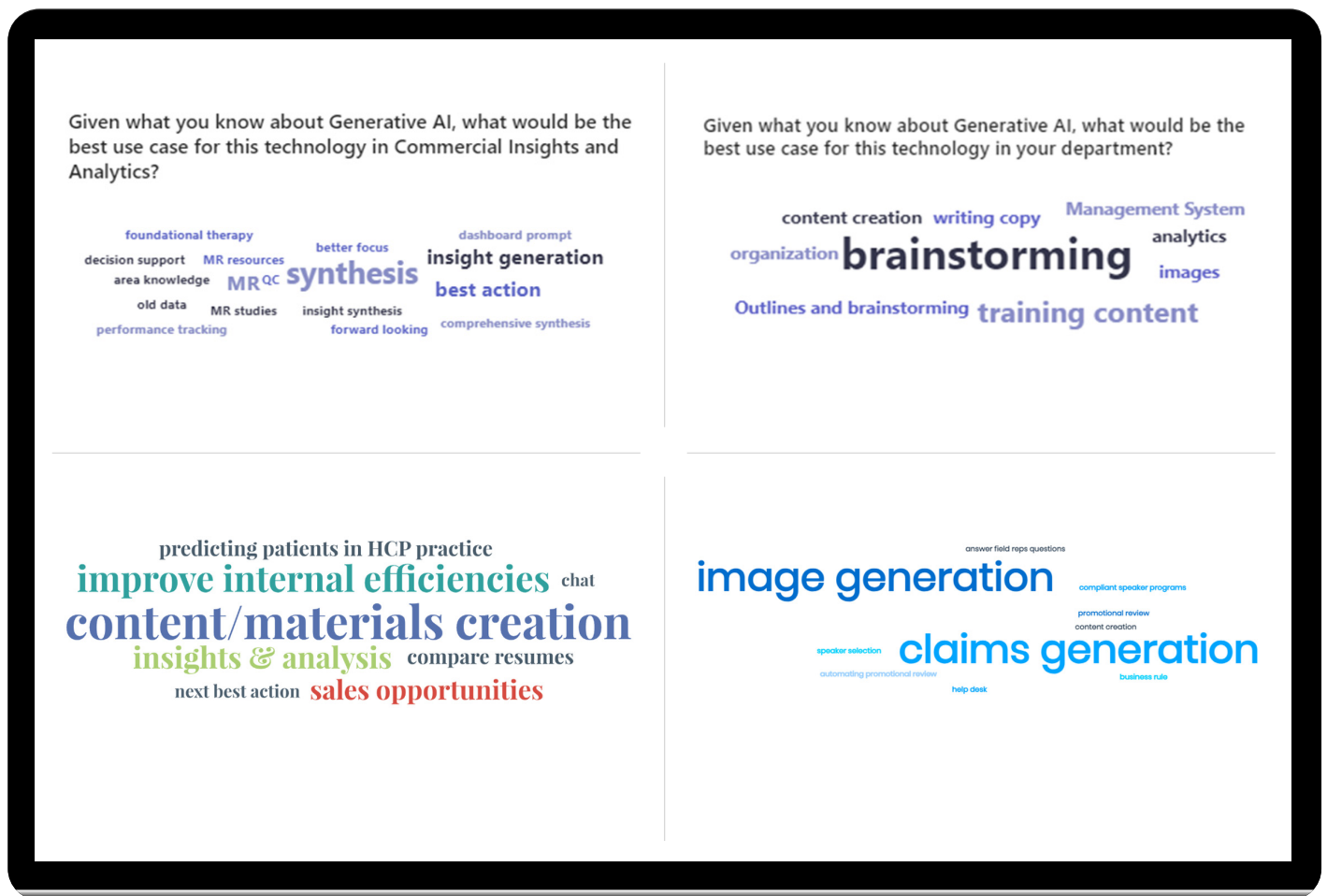
Innovation: A New Moment for AI

As of August 2023, there were 180 million users for ChatGPT. **Anyone who is a knowledge worker can and should be experimenting with this technology.** TGaS has initiated an on-going survey to track the **longitudinal trends of the uptake and use of Generative AI** to provide you fact-based insights into the evolving landscape of AI adoption in our industry.

During the summit sessions, TGaS asked two questions:

- Is your organization using, or have a concrete plan to use, Generative AI at an enterprise level?
- Given what you know about Generative AI, what would be the best use case for this technology in your department?

Not surprisingly, areas with the highest knowledge and/or use of Proof of Concept are the areas that deal with large amounts of data or content requiring sophisticated analysis: Commercial Insights and Advanced Analytics, Promotional Review, and Omnichannel Marketing.



Above are samples of the responses to the question on best use cases for Generative AI.

Innovation: Field Operations

Field operations departments continue to explore **ways to positively drive operational efficiency and effectiveness for customer facing roles** through leveraging innovation to optimize activities, reduce costs and improve performance. During the Summit session, leaders discussed exploring new technologies and methodologies to improve their decision making and overall operations.

- The emergence of new technologies, such as **Generative AI (GenAI) and AIML**, will have a significant impact on field operations in the coming year
- Companies are exploring innovative ways to **modernize their fleets**, such as increasing the maximum mileage and exploring longer lifecycles for vehicles
- CRM leaders are assessing their current and future needs for their CRM platform, including evaluating the impact of **transitioning to Vault** and exploring other vendors
- **Sampling strategies** are now determined based on various factors, including available channels, customer preferences and brand strategies
- Companies are looking for more **innovative approaches to closing AOCs** and determining significant loss thresholds at both the HCP and rep level

Leadership role for Field Operations: Supporting NBA Adoption by the Field



Bring the field into the **Omnichannel/Next Best Action (NBA) vision** so they understand the pieces of the process and are more patient as the pieces roll out



Leverage Sales leaders to lead the communication of both the intent and vision of the initiative along with their support and expectations



Position NBA to the field as a **tool for their benefit** and not as a “check the box” exercise from Home Office, Incorporate data sources or models that are **not already available** to the field



Do not underestimate the **level of change management** needed to align the overarching Omnichannel/NBA vision with the way the field executes



Adoption of NBA increases when leveraging a **Field Champion Team**. Integrate **tools/ technology** so the field understands how **their activity connects with the omnichannel vision** and pulls through into other channels



Connect actions (acceptance, dismissal) to insights so the field sees the results of following Suggestions. Leverage NBA feedback into **downstream systems, training and program updates**

Innovation: Marketing Operations and Promotional Review Excellence

Innovation is important for marketing operations and promotional review teams because it can help **companies improve the efficiency and effectiveness of their promotional review processes, reduce review times and increase compliance with regulatory requirements.** To this end, many companies are exploring new technologies and methodologies, gaining insights that enable them to optimize their operations.

Leaders in these sessions energetically discussed **how they are working to better manage their content, improve communication and increase productivity.** In the context of promotional review, there was much discussion on how innovation can help companies better ensure that promotional materials are accurate and in compliance with regulations, ultimately helping to avoid costly delays and potential regulatory action.

Discussion highlights

- Companies are exploring **the use of AI and Natural Language Processing (NLP) in day-to-day promo review**, although its use is currently limited to high-level submission QC and editorial support
- While **substantial replacement of workflows or individual roles** with AI and NLP is not yet a reality, it is being considered as a discussion point for promo review committees
- The **consideration of content source(s) and potential use of GenAI** is beginning to emerge as a discussion point for promo review committees

Digital Asset Management (DAM) can be an important first step for companies to “own” and be in control of their own creative.



62% of pharma companies utilize a DAM system, primarily Veeva, with the remaining planning to implement one in the next 12 months



70-90% of companies store photos, graphics, pre-approved claims and videos in their DAM system



Despite the implementation of a DAM system, the majority of participants indicated that re-use rates remain low, with less than **25%** of assets being reused

Innovation: Omnichannel Marketing

The concept of omnichannel is not necessarily innovative, as it simply refers to providing a seamless and consistent customer experience across multiple channels. However, **the way in which companies go about implementing omnichannel strategies can be innovative.** This includes factors such as the use of new technologies, the development of sophisticated data infrastructure and the integration of AI and machine learning to improve personalization. Additionally, companies that successfully implement an omnichannel strategy often **do so by adopting new approaches to organizational culture and processes**, which can be considered innovative as well.

- **Senior leader buy-in** & early education of stakeholders are critical to successful omnichannel roll-out
- **Learnings from the initial roll-out** of omnichannel will apply to the adoption of AI and the additional evolution of available tools
- Companies should **avoid preconceived notions** of what the roll-out of innovative solutions needs to look like and work within their culture and identity
- **In the next three years, omnichannel should become the standard way of working** rather than a topic to be discussed and/or a change to be managed
- Companies should **focus on evolving tools, embedding AI as early as possible**, leveraging it to minimize tedious tasks and free up more time for big strategic thinking
- A **strong data infrastructure is crucial, and access to data should be the expectation, not a wish**
- Successful **change management is essential** for a successful omnichannel strategy

Innovation is how you implement omnichannel strategies



Use of Technologies



Development of sophisticated data infrastructure



Integration of AIML to improve personalization



Adoption of new approaches to organizational culture & processes

Innovation: Commercial Insights and Advanced Analytics

The **innovation in Commercial Insights and Advanced Analytics is Generative AI** which has the potential to transform insights by maximizing investments in research and people, unlocking the value of research assets, increasing productivity of insights teams and democratizing insights.

The **current state of the industry is hindered** by underutilization of existing platforms, limited access due to team churn or limited knowledge transfer, clunky interfaces without AI tools and difficulty in pulling together insights across multiple documents. The **goal of tech transformation** is to use platforms to help clients connect faster and better to data and insights.

Generative AI is an important innovation:

Maximizing investment in research and people: GenAI can help organizations get the most out of their research investments by unlocking the value of research assets and dramatically increasing the productivity of insights teams. This means that companies can generate more insights faster, allowing them to make data-driven decisions more quickly and efficiently.

Democratizing insights: GenAI can democratize insights by making them more accessible to a wider range of stakeholders. This means that insights are no longer limited to a small group of experts but can be shared more broadly across the organization. This can lead to better decision-making and improved outcomes.

Improving access to information: With the help of GenAI, it becomes easier to pull together insights across multiple documents. This can be especially valuable for organizations that generate a large volume of research data, making it easier for them to identify patterns and trends that might otherwise be missed.

GenAI Capabilities

AI enables continual brand insights from the right sources transforming the cost, cadence and speed of insights in the following ways:



Knowledge management system
 from which you can extract, disseminate and transfer knowledge



Insights assistant
 you can query using a sophisticated Large Language Model (LLM) chatbot on your own proprietary research



Summarize research
 and format output in a fraction of time



Synthesize insights
 from across all your research projects across time

Innovation: Learning and Development

The Learning and Development leaders discussed fostering an environment for sharing experiences, addressing challenges and finding solutions in a confidential, open and curious atmosphere. The leaders spoke of **commitment to improving learning delivery and exploring innovation** for L&D. They discussed ways to improve their learning delivery and create a more engaging and effective learning experience. Overall, the Summit provided an excellent opportunity for leaders to come together and exchange ideas to enhance their L&D programs and the growth of their teams.

Common themes on Innovation

- Companies are exploring innovative ways to deliver learning and development opportunities to their employees, such as **through digital platforms and gamification**
- **Virtual and augmented reality** technologies are being explored as potential tools to enhance learning experiences
- The use of AI and machine learning is being evaluated to **personalize learning experiences and make them more efficient**
- Companies are also focusing on **developing soft skills and leadership capabilities** among their employees to prepare them for future challenges trends that might otherwise be missed

Ways that L&D Teams Could Leverage Generative AI



1. Content creation tools



2. Content management tools



3. Learning strategy & development



4. Online course providers



5. Progress assessment tools



6. Project management tools



7. Video conferencing tools



8. Other communication and knowledge-sharing tools

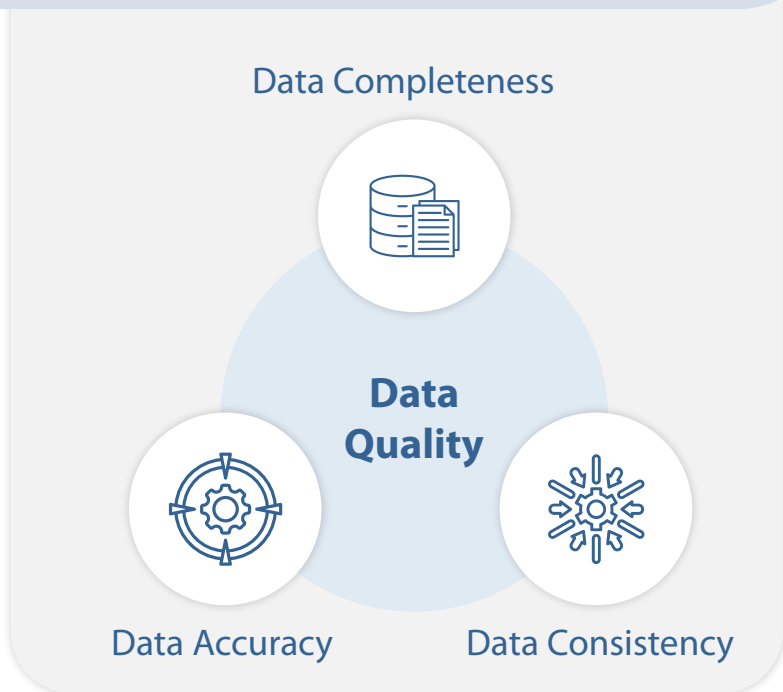
Innovation: Commercial Data Management

While commercial data management and innovation may seem at odds, they are complementary. Effective data management practices provide a solid foundation for innovation by ensuring that data is accurate, complete and well-organized.

Commercial data management and the concept of innovation may seem to be at odds because data management is often seen as a technical, administrative task that is focused on **maintaining data quality, consistency, and security**. In contrast, innovation is often seen as a creative process that is focused on developing new, groundbreaking ideas and technologies.

Data management is often associated with legacy systems and processes, which can be resistant to change. This can make it difficult for organizations to adopt new and innovative technologies, such as AIML, **which require a significant shift in mindset and approach**.

This perception is changing as organizations realize the importance of data management in enabling innovation. **Effective data management practices provide a solid foundation for innovation by ensuring that data is accurate, complete and well-organized**. This enables organizations to leverage AIML and other advanced technologies to develop new products, optimize processes and make informed business decisions.



Commercial Data Management leaders identified the following actions for **employing innovation** in the realm of data management:

- **Articulate a business case** for using AIML for less glamorous tasks such as data ingestion and data quality
- **Create a "data community"** to promote data education within the organization
- Develop and prioritize **practical use cases** for AIML over flashy, high-profile use cases
- **Enforce the use of the data catalog**, document and enhance it for future users
- **Address IT challenges** resulting from a lack of business acumen to remain innovative

Growth: Summary

Overall, the biopharmaceutical industry is undergoing significant changes, and companies that can adapt and transform will be well-positioned for success in the future. **For our Executive leaders across the industry, key areas of focus for adaptation and transformation in 2024 are:**

- **Creating strategies** for growth and change in various areas of the pharmaceutical industry such as field operations, incentive compensation, commercial insights and advanced analytics, digital and multi-channel marketing, marketing operations, promotional review and commercial data management
- **Adapting** to evolving customer needs, compliance requirements, environmental concerns and rare disease therapies
- **Focusing on accuracy** in forecasting, allocating resources to advanced analytics and building specialized capabilities for patient-centric rare disease therapies
- **Successfully executing** omnichannel capabilities and the demand for new roles like digital strategists
- **Evolving** content development, agency involvement and digital asset management capabilities
- **Clarifying** mission and vision for data governance
- **Implementing** Generative AI in medical affairs

The common thread across these areas is the **need for adaptation and transformation** in response to the changing landscape of the pharmaceutical industry. Companies are focusing on evolving their strategies, capabilities and skillsets to meet the growing needs of customers and the organization. They are also embracing new technologies, such as advanced analytics and Generative AI, to improve their operations and decision-making. Additionally, there is a growing emphasis on patient-centric approaches, environmental sustainability and compliance with regulations.

Growth: Field Operations and Incentive Compensation

Field Operations leaders recognize that as field roles evolve, so must their capabilities, skillsets, relationships and strategies.



Sample leaders stated that their companies are constantly evaluating their sampling strategies to ensure they meet the growing needs of both customers and the organization. It was also noted that companies need to take steps to **ensure compliance with the ever changing state and federal regulations** and staying up-to-date on any further developments.



With the ever-increasing concern on the environment, many noted that they have **expanded the number of environmentally friendly vehicles in their fleets** and are currently participating in or have already completed an EV pilot program.



CRM requirement prioritization is now a critical role of CRM leaders. The network recognizes the need to strategically partner with sales leadership and **develop roles to assist in both prioritization and downstream communication.**



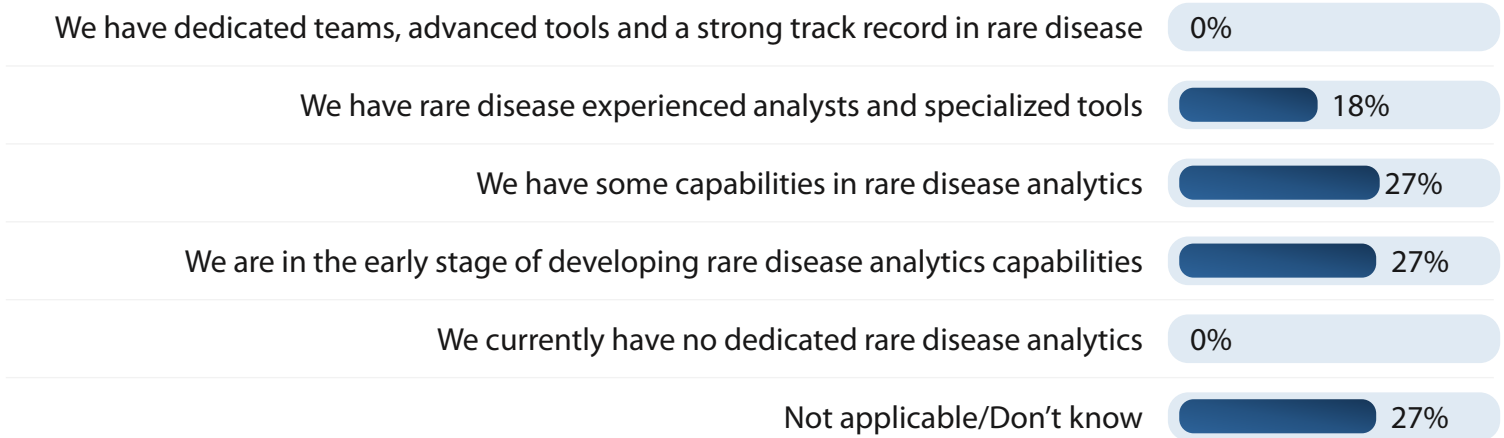
TGaS also presented highlights from its **2023 Incentive Compensation Landscape** study featuring trends and best practices in pharmaceutical incentive compensation. **Accuracy in forecasting continues to be topmost on IC leaders' minds**, impacting every facet of Incentive Compensation, from plan design to territory goal allocation through launch planning.

Growth: Commercial Insights & Advanced Analytics

TGaS presented highlights from its 2023 Current and Future Trends in Commercial Insights & Advanced Analytics (CI&AA) Landscape, highlighting what “good” looks like. There has been a **discernable shift in allocating resources and budget to advanced analytics** exercises, although CI&AA departments are challenged by conflicting priorities in the face of budget constraints.

Commercializing rare disease therapies presents unique challenges to both emerging and mid/large tier organizations. With the patient as the “north star”, CI&AA organizations need to build specialized capabilities that include supporting/collaborating with market access, patient services and trade.

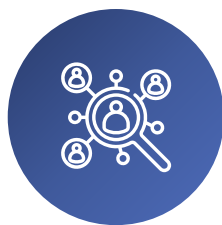
Which statement below best describes your organizations rare disease insights and analytics capabilities?



Companies must understand the nuances of each rare disease and address the challenges around identifying/treating patients and providing long-term support.



Shaping the disease ecosystem



Finding and targeting patients and physicians networks



Elevating the patient voice



Optimizing patient support services (PSS)

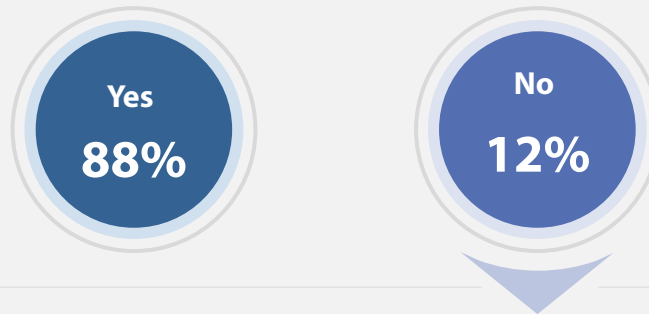
Growth: Digital & Omnichannel

Growth will come from fostering the success **of omnichannel as a framework for tactical execution, not a tactic itself**, and shifting organizational mindsets accordingly. **Within the next five years, successful omnichannel execution should become the expectation rather than an aspiration.** New roles, such as digital strategists, are becoming more and more sought after in the industry. A quick & easy implementation of omnichannel isn't realistic; change is required to varying degrees in every area of the organization.

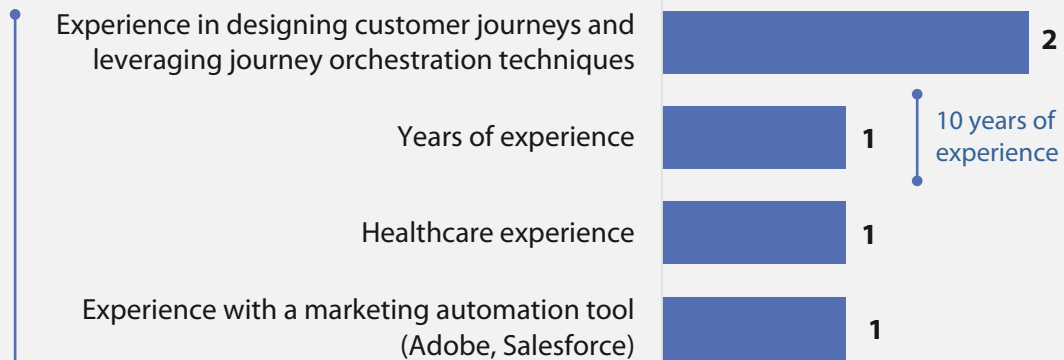
Digital Centers of Excellence Areas Impacting Omnichannel Success

- Digital Strategist is the #1 ranked new role to support future growth
- Digital strategist(s) design the overall campaigns and programs

Do you currently have digital strategist(s) who design the overall campaigns and programs? (n=17)



What are the requirements for a digital strategist (n=2)



VH986 – Future State of Omnichannel Marketing, October 2023

Growth: Marketing Operations & Promotional Review Excellence



Marketing Operations: Over **80%** of attendees indicated they played **a role in a “transformational” initiative** this year. With **34% of change initiatives succeeding**, our L&D solution lead presented two different tools that can be used quickly to address change management.



Promotional Review Excellence: The impact of evolving content development, including **modular content, agile ways of working and digital asset management** were top of mind for leaders as they discussed roles, skillsets and capacity necessary to meet demand.



Agency involvement and responsibilities related to Digital Asset Management (DAM) setup and use were discussed and identified as critical components of success.

Clear communication across functional areas and among internal & external partners as it pertains to claims management, component & module integration and expectations for ways of working, including contract considerations, were topics of interest.



Evolution of roles & skillsets to support digital asset management, particularly that of the DAM Librarian, was a specific area of interest related to departmental growth.

Questions surrounding whether or not companies are actively deploying DAM Librarians, FTE vs. contractor status, extent of remit and alignment to functional area(s) or CoEs were top of mind for attendees participating in discussion.

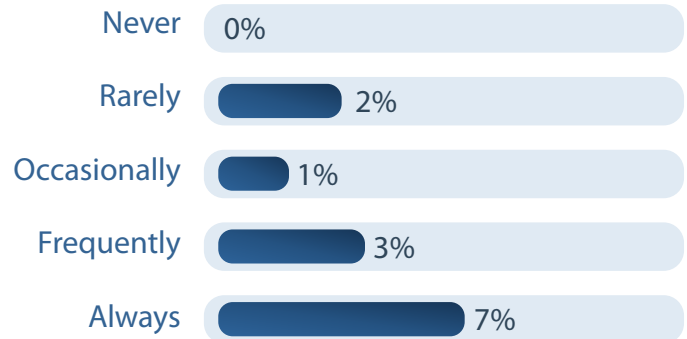
Growth: Marketing Operations & Promotional Review Excellence

Marketing Operations: Transformation & Change Management Tools

Did you play a role in any transformation initiatives this year? (n=17)



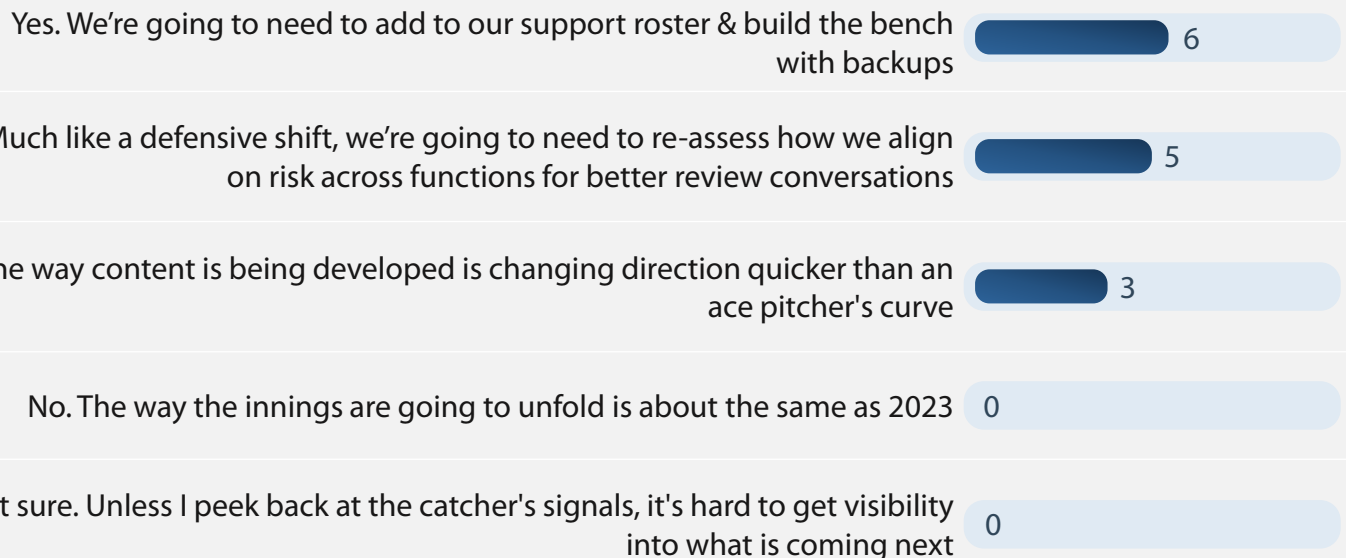
What is the frequency of change events in your organization (large or small scale) (n=13)



Promotional Review Excellence Summit Poll: Change & Resourcing in 2024

All promo review leaders in attendance foresaw **2024 as a year of significant change**, with resourcing support and alignment on risk across functions being areas of concern for promo review.

When thinking about your year ahead in promo review, do you see 2024 as a year of significant change? (Select all that apply for you) (n=10)



Source: TGaS Advisors Promotional Review Excellence (PRX) 2023 Fall Summit. Data presented herein reflects polling input from event attendees, which may include multiple respondents representing individual companies.

Growth: Commercial Data Management

- Need to have clarity in mission and vision for data governance, while right-sizing the solution for the organization
- Recognize need for data governance, but full scale buy-in remains a challenge, trying to right fit solutions to meet specific needs of specific groups

Learning from Enhancing Data Quality Initiatives

What has been your biggest learning from enhancing your data quality initiatives? (n=16*)



Having the Right Resources

- Identifying right resources
- You need people focused on data quality as part of their job
- Can't enhance anything without and with resources/funding
- Need organizational support and investment
- Need to invest in data quality tools that will proactively identify data errors



Establishing the Right Checks

- Ability to define and qualify the impact of the checks
- Understanding of data is critical to ensure thorough quality checks
- "What gets measured gets done": metrics drive prioritization of improvement areas
- Establishment of preemptive checks and alerts to discover problems before reports are disseminated
- One solution will not work for all data



Understanding of Business

- Need deep understanding of business processes & use cases
- Communication and transparency is important, as well as understanding business impact and prioritizing areas of focus



Miscellaneous

- Scale over time
- Need for pharmaceutical data
- Data quality initiatives that result in overall improvement of existing business processes will have implicit stakeholder consents. End of the day everyone is trying to get their job done the right way at right time

*One respondent answered "NA"

Productivity: Overcoming Challenges

A common thread across the Summit sessions was the **need for organizations to adopt new ways of working and leverage technology to improve productivity and efficiency**. This includes implementing new tools and systems, improving communication and collaboration across different functions, investing in training and development to upskill employees and prioritizing data management and analysis to gain insights and drive decision-making. Leaders need to embrace innovation and change and foster an agile, data-driven culture to meet the evolving needs of their organizations, teams and stakeholders. Key findings from the various Summit sessions highlight the specific challenges and opportunities to drive productivity in each area.

Field Operations

Expectations on Field Operations continues to be “do more with less” even as demands of the organization increase. Driving efficiency is once again one of the top five priorities for Field Operations leaders this year.

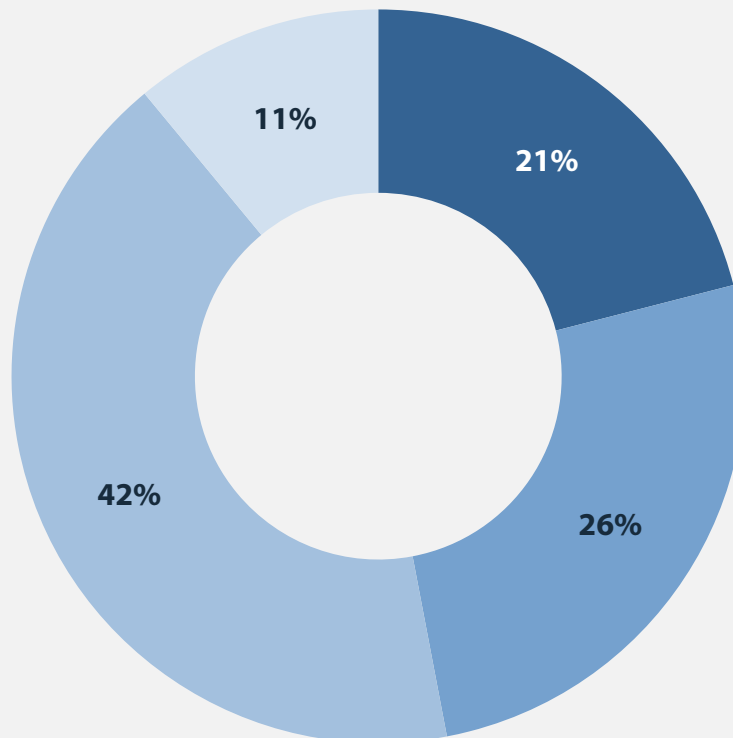


Productivity: Overcoming Challenges

Commercial Data Management

- **Proactive communication** remains a cornerstone to build data trust and reduce data investigations
- **Data training** can be difficult; it is not always clear who to train and even harder to get engagement in scheduled training
- **Omnichannel data ingestion** and usage remains difficult to drive consistency and integration
- **Challenges with keeping the data catalog** updated can limit value and require a lot of hand-holding to support users
- **Ambiguity in roles** and responsibilities with IT can occasionally get in the way

What do you think will be the most common solution to data quality challenges?



■ Invest in data quality tools

■ Train employees on data quality

■ Hire data quality staff

■ Focus on data governance

Productivity: Overcoming Challenges

Commercial Insights & Advanced Analytics

There has been a discernable shift in allocating resources and budget to advanced analytics exercises. While the value of insights and analytics has increased from a stakeholder point of view, CI&AA departments are challenged by conflicting priorities in the face of budget constraints.

CI&AA leaders were asked to identify the top three challenges for their department over the next 12 months.

What are the top three challenges for your Commercial Insights & Advanced Analytics department over the next 12 months?

What are the top 3 challenges for your Commercial Insights & Advanced Analytics department over the next 12 months? (Please select the top 3 challenges listed below) (n=30)

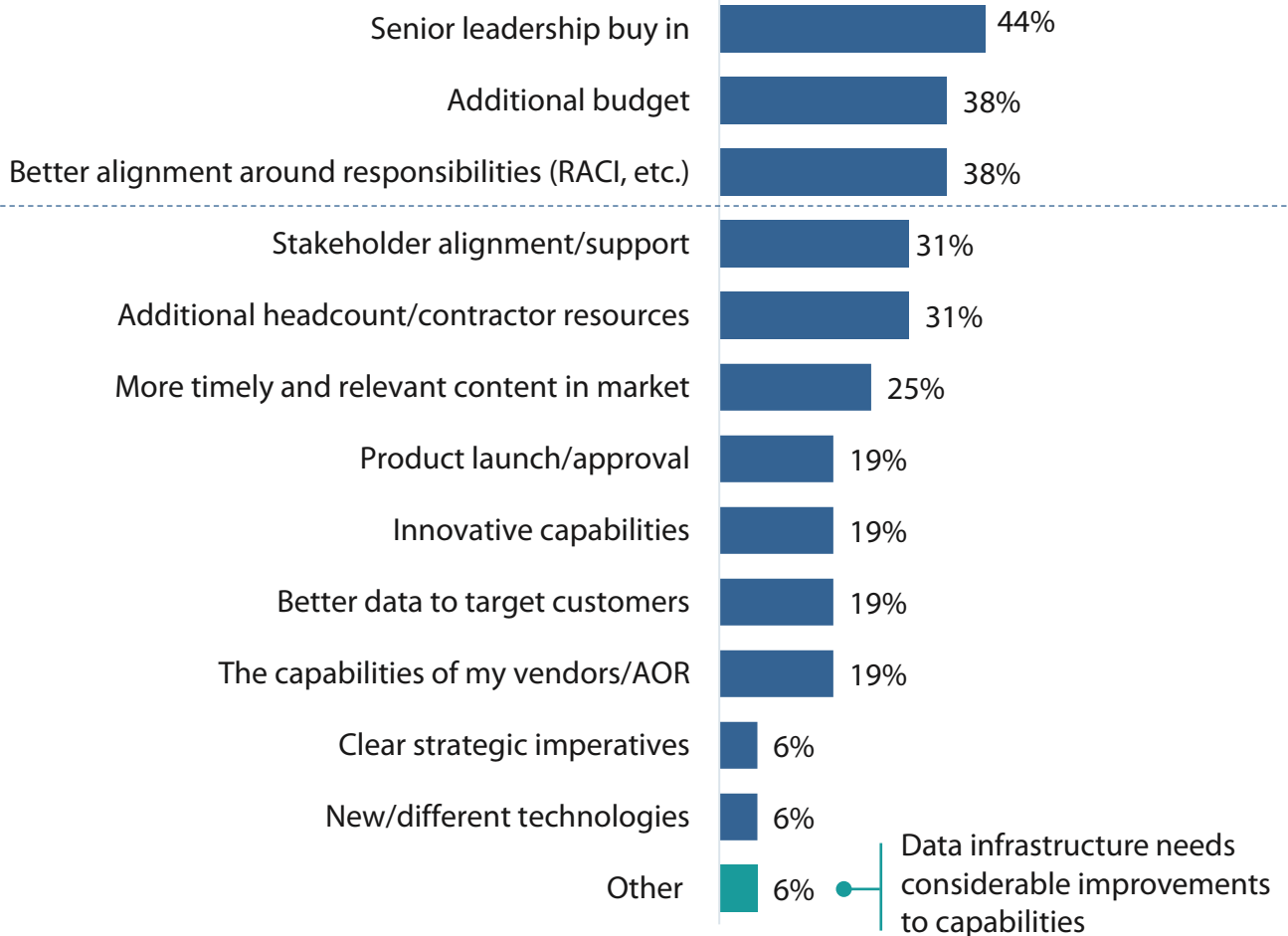


Productivity: The Commercialization of Omnichannel

Most companies are adopting new ways of working related to omnichannel as a concept. **Clear vision for omnichannel success is crucial** to well-exceed tactics within omnichannel framework. **Buy-in from senior leadership and role clarity are critical to the success of omnichannel. Peers report digital strategists are their highest-priority new hire, but very few have filled the role.** Digital asset management systems continue to rise in popularity, but their execution still lacks in content re-use. Strong data infrastructure is critical and should be an expectation more than it is today.

For successful field pull-through of omnichannel, prioritize delivering data the rep can't see on their own and making insights and guidance relevant to reps' needs. Rather than the traditional approach to training, evaluate the human behavior and related needs within the organization. Even though the world around us is changing, human behavior hasn't – the key factors for success remain.

Looking at the year ahead, select the top three choices from the list below that will most impact your omnichannel success



Productivity: Content Excellence

Modular and personalized content is creating new ways of working and is changing how the pharmaceutical industry manages its agencies and goes to market. **Most companies are on a journey to adopt new ways of working, but still rely on traditional annual brand planning to predict content and resourcing needs.**

Modern content and new ways of working are generally measured via traditional pathways – primary market research, awareness, trial & usage (ATUs), market mix and analysis, with some organizations implementing customer sentiment measures.

Key Insights from the TGaS Advisors Landscape Study: The Current State of Content Excellence in Pharma



62% of companies have a **Digital Asset Management** system, when utilization is measured, the majority indicate **less than a 25% asset reuse rate**.



81% of companies have (19%) or plan to (62%) implement **modular content** in the next 12 months.



38% of respondents have adopted **agile** ways of working in their organization, but still struggle with change management.

Productivity: Promotional Review Excellence

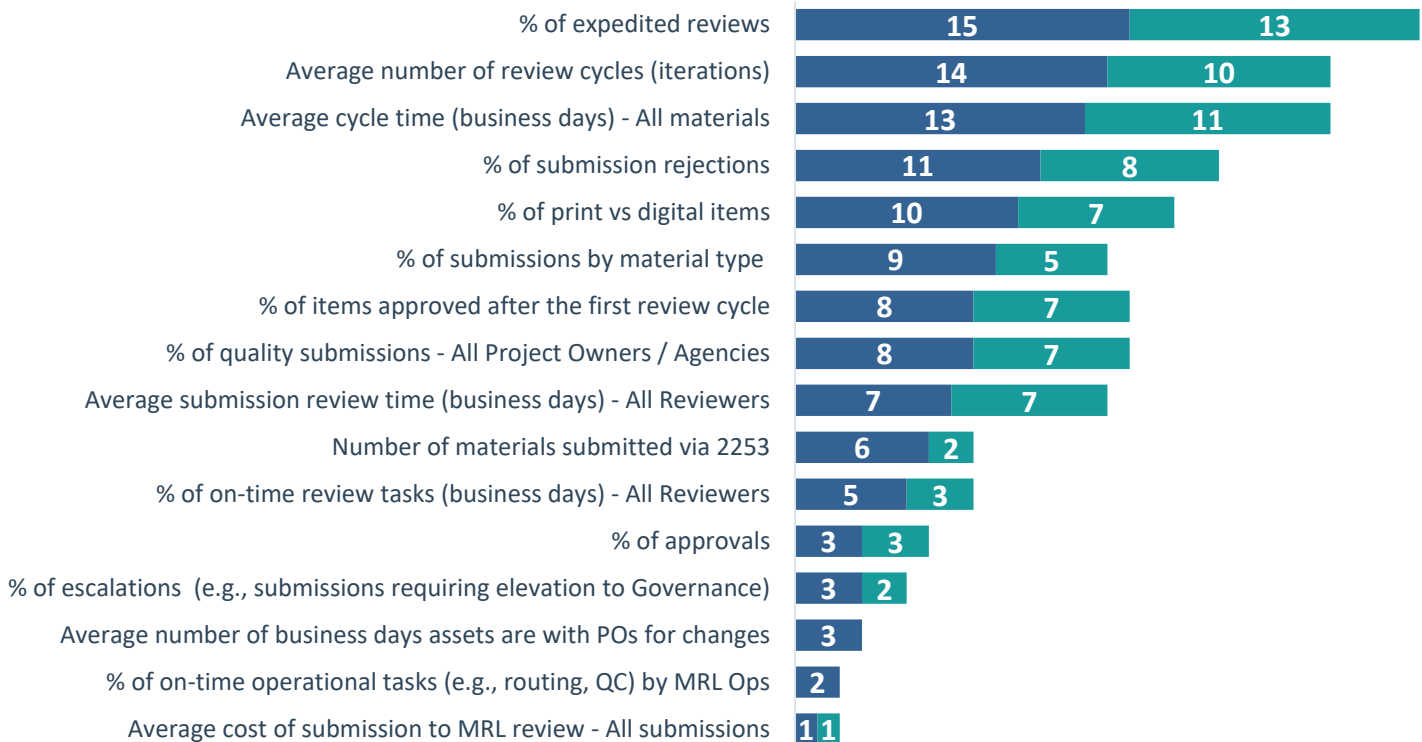
Development of promotional review key performance indicators (KPIs) across functions was a topic of interest among leaders in attendance at the Summit. What are the metric-based “windows” into the true productivity of Medical/Regulatory/Legal (MRL), Operations and Marketing/Project Owner teams?

Considering new approaches to promotional review KPIs and metrics to measure true capacity and productivity was a significant theme of discussion. Key topics included:

- Assessing review workload with data
- Algorithms deployed that incorporate assessment of material complexity
- Impact of adding review pathways and resultant effect on “traditional” metrics
- Practices for capturing agency-specific metrics related to digital asset management (e.g., file utilization rates)

Promo Review KPI Industry Insights: Tracking & Reporting

Percentage of expedited reviews, average number of review cycles (iterations), average cycle time, and percentage of submission rejections are the metrics most often tracked and reported to leadership among responding companies. (n=17)



Source: TGaS Advisors PRX Industry Landscape Data

■ Tracking ■ Reported to Leadership

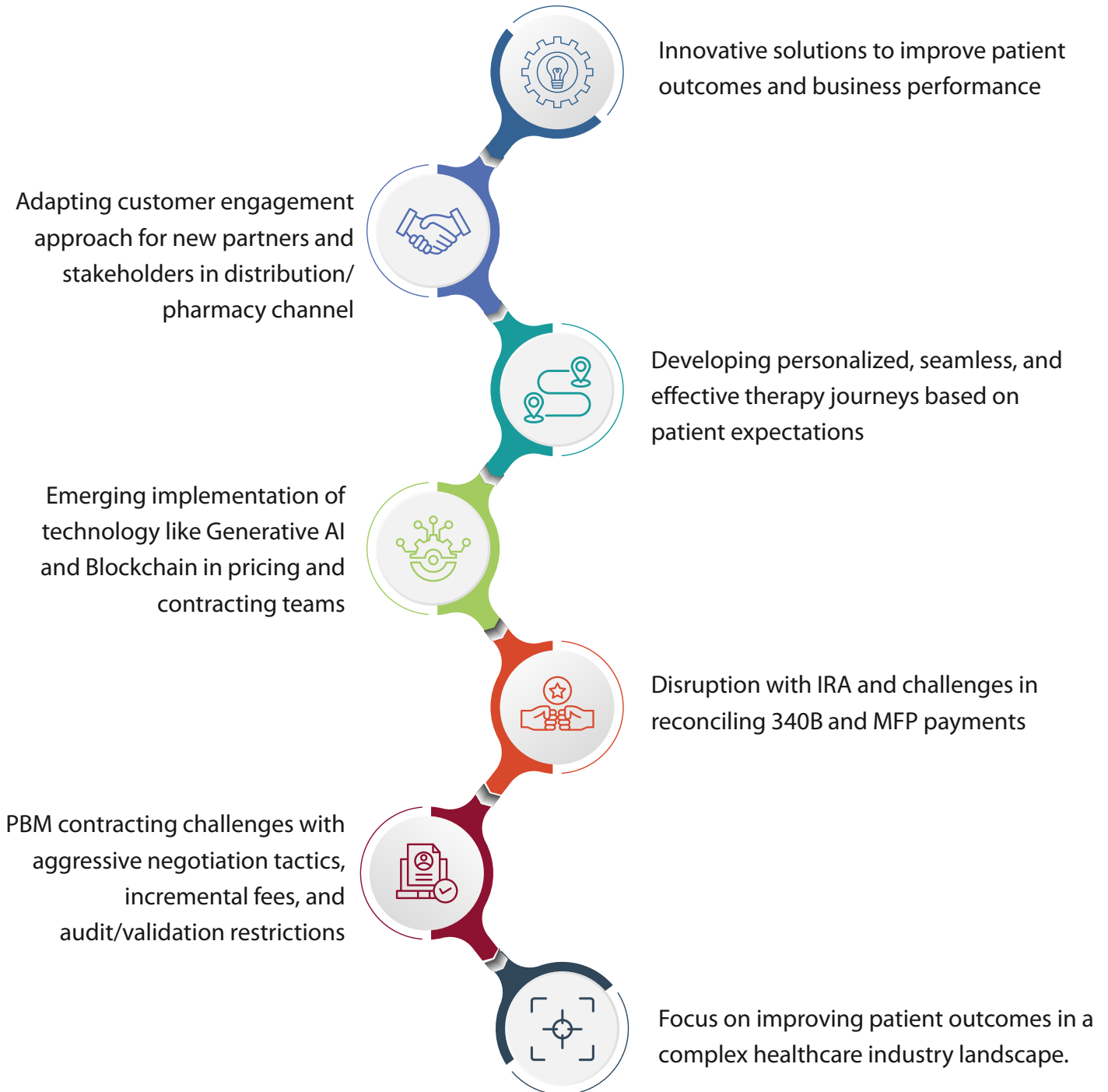


Market Access Practice



Market Access Trends: Summary

To summarize the trends across the Market Access landscape, key areas of focus are:



Market Access Trends: Pricing, Contracting & Analytics



Inflation Reduction Act:

Participants discussed the continued change the legislation is creating, including resourcing, needing additional clarification, and more pressure from payers.



Medical Benefit

Contracting: Medical Benefit claim validation is an area of opportunity to ensure completeness of data.



340B Management:

Pharma best practices for 340B Integrity Programs were discussed as well as drawbacks, policy exception processes, industry reactions, and new litigation potential impact.



Other Content (Gen AI):

A majority of organizations do not currently utilize Gen AI; however some ideas and best practices were shared.



Key Trends

- Most companies in attendance have a 340B Contract Pharmacy Integrity Initiative in place, as the program “pays for itself”.
- Participants also discussed the impact of the recent Genesis vs Becerra litigation, which will likely promote even broader utilization of 340B drugs.
- Companies agreed that the challenges with the PBM contracting continue to increase.



Implications/ Learnings

- Claw-backs on the previously disputed 340B transactions can be challenging even when using a vendor such as BRG; narrowing down the responsible party either the state, covered entity, health system, or TPA typically helps.
- Many companies indicated that some health systems were not receptive to their 340B policy and as a result, have been blocking access for sales reps.
- The group briefly discussed the upcoming BP stacking legislation and how it will have a huge financial impact if implemented unchanged.



Actions

- Participants discussed language adjustments to price protection, with intent to exclude the amount of inflation rebates from price protection to avoid duplicate payments.
- The importance of using internal Gen AI tools was stressed, however only a handful of companies currently have one.

Market Access Trends: Access Strategy & Customer Engagement



Key Specialty Pharmacy/Distribution

Trends: TGaS presented their primary market research study with specialty pharmacy customers and manufacturer insights from our TGaS knowledgebase.



Implications/Learnings: Diverse product attributes require unique and innovative approaches, adding complexities to manufacturers' strategies.



Actions: Manufacturers need to evaluate their customer engagement approach to account for new partners and stakeholders in the distribution/pharmacy channel. New stakeholders include a growing number of HSPs, ASOCs, technology partners, etc.



Other Content (GenAI): A majority of organizations do not currently utilize GenAI for trade and distribution.

Patient Support Programs (PSPs): The Engine to Successful Brand Execution

Powerful Brand that Drives Results

Clear view of the market and product fit

- Disease foundations
- Unmet needs and pain points
- **Patient journey, insights and leverage points**
- Where to compete/ therapeutic positioning



Strong brand foundations

- **Vision and brand promise**
- **Value proposition and differentiators**
- Brand positioning
- **Desired customer experiences**
- **Conceptualize full brand offering (product +)**
- Visual identity
- Messages



High impact execution

- Establish thought leadership and clinical credibility
- **Build out services**
- **Deliver support to each stakeholder to drive a positive experience**
- **Engage in direct and indirect communication and promotion**



Secure ongoing alignment across the full enterprise



Key Access Trends:

Patient support services are critical to constructing and delivering a powerful brand experience across stakeholders.



Implications/Learnings:

Patient support services is how the brand promise is delivered most prominently AND brands perform better when they invest in quality PSS offerings, integrate learnings garnered from the PSS and leverage the brand equity generated from PSS. Thus, PSS leaders can assert their programs' impacts to drive investment that in turn will yield better patient and business outcomes.



Actions:

PSPs can expand on their contribution in every domain of the brand team's mandate.

PSPs: The Engine to Successful Brand Execution

Mine & Synthesize Insights

- Mine and deliver **meaningful insights**
- Seek and speak to the **interconnections**; it's not ALL about the patient
- **Think ahead**; where are things going?

Make & Align on Strategic Choices

- **Familiarize yourself with the brand**
- Outline **how PSP is contributing** & could contribute more to the brand
- Couch investment **requests in the context of impact** to the brand strategy using their goals/objectives



Measure Impact & Refine Direction

- Create a **regular cadence** for dialogue with the brand team and leadership
- Bring **new metrics** that matter and **stretch the organization's thinking**

Bridge Tightly from Strategy to Execution

- **Deliver** on current operating metrics
- **Educate** internal stakeholders about the value (quantitative and qualitative) that the PSP brings to the brand
- **Eliminate** any areas where the PSP detracts from the brand

Holistic Health Driven by Holistic Technology



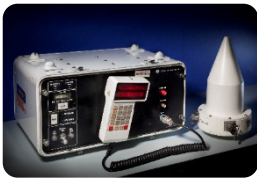
Key Access Trends:

Recognizing that patients are looking for comprehensive wellness solutions rather than drug-specific standalone support, PSPs should be anticipating how they could leverage centralization and portability of personal medical records (e.g., MyChart, Apple Health, etc.) to introduce PSP services, similar to current hub-type integrations with EHRs.

A Tech Adoption Analogy

GPS Tech

Initial Innovation



Advances in display, memory, computer chips

Early Adoption



AVIS Hertz

Cell networks, smartphones
 Processing power, AI mapping

Widespread Adoption

Foundational Tech



Broad Applications



Patient Services

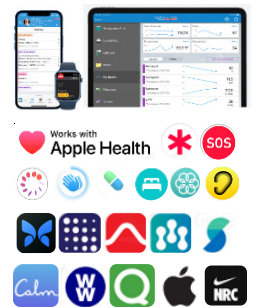


Advances in app ecosystem and security/ adoption



Emergence of foundational health ecosystem that can be tapped by numerous apps

healthcare digital wallet, PSP awareness, patient data portability



Holistic Health Driven by Holistic Technology



Implications/Learnings: Emergence of foundational health ecosystem that can be tapped by numerous apps (i.e., healthcare digital wallet, PSP awareness, patient data portability)



Actions: Engage with IT partners in the healthcare space now to get ahead of the tech curve



Now



Quickly Approaching



Future

Simplification of **BI and PA processes** via secure exchange of payer information

Monitoring and sharing of health metrics could be used as part of **adherence approach** and/or AE/PC reporting process

Humana **Anthem**



Apple Watch Series 8



Systems could **anticipate patients' needs**, especially for wellness services, and make those available at point of need

Digital therapeutics as supplement to traditional persistency means



Frictionless healthcare payment experience via digital wallet “super app”

PSP awareness made from within universal health platforms like MyChart, Apple Health, etc.

Portability of patient health data



Reverse-engineering Your PSP: Starting with Patient Expectations



Key Access Trends: PSPs have the greatest impact on patient experience and have direct access to their “consumers.” Thus, taking a page from consumer marketing playbooks, they are perfectly positioned to develop and then continually refine the offering to always be one step ahead of customer expectations. Personalized, seamless, and highly effective therapy journeys are the result – the ultimate goal of every PSP.



Implications/Learnings: There are untapped opportunities for PSPs to really know the customer. These include:



Patient “pulse”

Gauge **impact and engagement** on patients and providers (vs. *simple hub performance metrics*)



Prove value

Ability to **measure performance of new program** offerings as they are introduced



“Test the waters”

Ability to **identify impactful market trends** before making an investment



PSP advantage

Integration with other data sources (*RWE, Hub, SP, etc.*) to paint an overall picture of performance and **allow for comparisons to non-hub patients**



Personalization

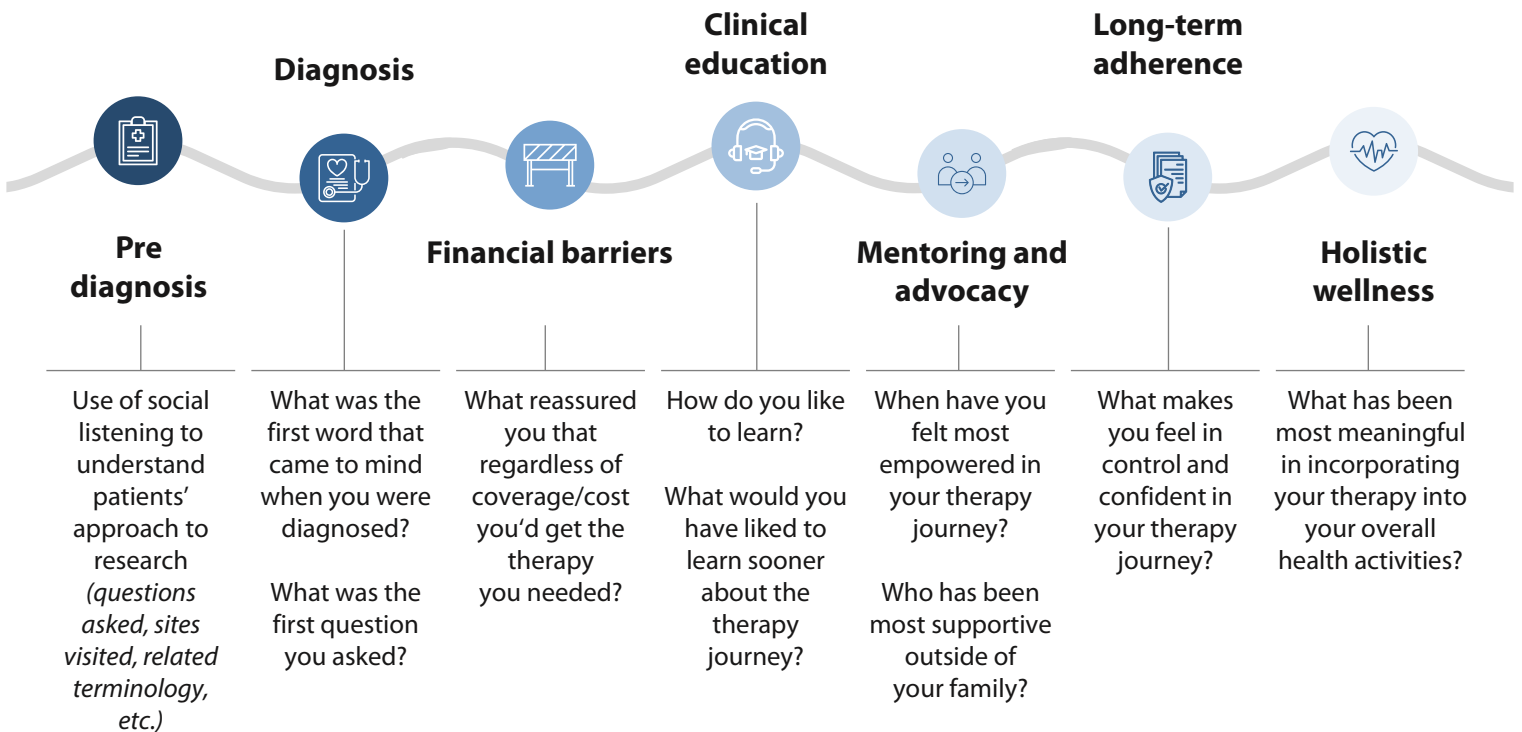
Segment patients to identify the tactics that work best for various patient groups, allowing for targeted offerings

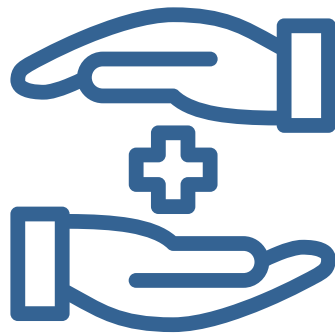
Reverse-engineering Your PSP: Starting with Patient Expectations



Actions:

Develop meaningful questions to be leveraged at every juncture of the patient journey



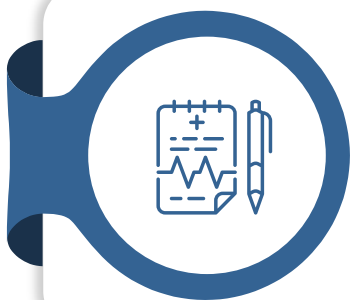


Medical Affairs



Medical Affairs: An Evolving Function

Over the past decade, medical affairs has evolved into a more strategic and influential function. Medical affairs teams **are now more involved in shaping overall strategy, collaborating with other functions** and engaging with regulators and payers. They have **a broader remit**, including clinical trial design, real-world evidence generation and personalized medicine, and a more significant impact on patient outcomes. **Three themes surfaced** during the summit session that highlights the evolution of Medical Affairs:

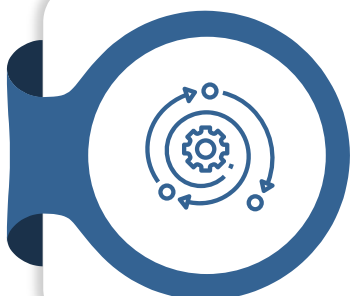
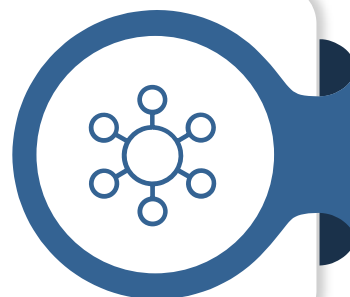


Generative AI in Medical Affairs

Many companies are in the proof-of-concept stage of implementation with key use cases including insight generation, creation of standard response letters and development of congress summaries.

Omnichannel Scientific Engagement

Medical Affairs teams are overcoming challenges to omnichannel implementation by evolving their approach to content creation, data collection and analytics to inform next best engagement.



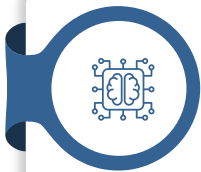
Demonstrating the Impact of Medical Affairs

To highlight the impact of Medical Affairs, leaders are using dashboards to communicate their teams' impact while considering new leading and lagging indicators that highlight change in patient care.

Medical Affairs: Generative AI

Medical affairs groups are **making great strides in piloting the use of GenAI**, due to their need for a deep understanding of scientific literature and research, involvement in clinical trials and drug development, and focus on evidence-based medicine and clinical outcomes. GenAI's ability to analyze vast amounts of data, provide predictive modeling and simulation capabilities, and interpret complex data sets aligns well with the goals of medical affairs groups.

Analysis of insights will become more prominent, with an immediate focus on **understanding HCP sentiment** for relevant therapeutic areas and brands/products



81% of attendees are planning to use Generative AI at an enterprise level with within Medical Affairs



Over 70% are at the proof of concept or early proof of concept stage



Medical Affairs: Omnichannel Scientific Engagement

Implementation of Medical Omnichannel Scientific Engagement

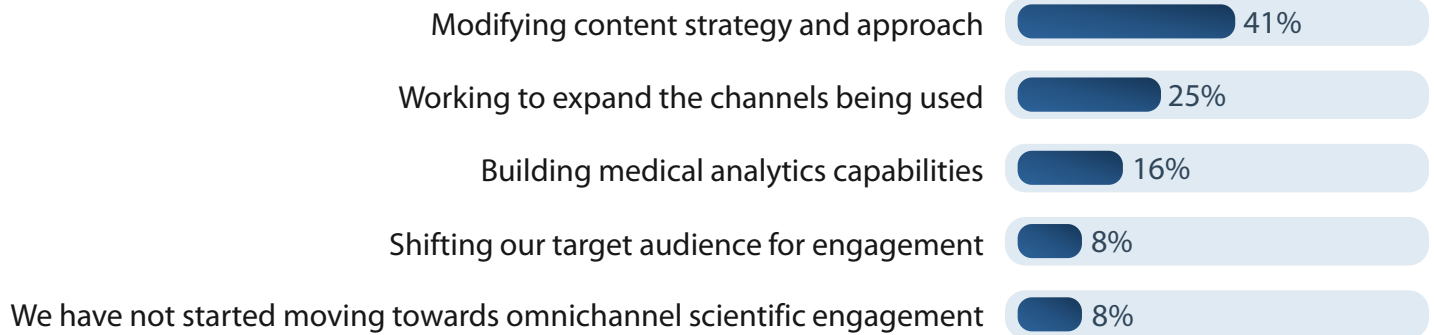
Insights

To move towards an omnichannel approach, the top priorities for Medical Affairs teams over the next 12 months are **modifying content strategy and approach, expanding channels being used and building medical analytics capabilities.**

As Medical Affairs **becomes more proactive**, the line between what is informative and what is promotional **may be skewed**; maintaining the integrity of Medical Affairs will be paramount.

The **most common barriers** teams are facing are **development of the appropriate content and collection of data/analytics.**

Which of the following is your Medical Affairs team's top priority over the next 12 months to move towards an omnichannel scientific engagement?



Medical Website



Field Medical Engagements



Emails



Medical Information Call Centers



Congresses



Publications



Ad Boards



CME/IME



Grants Portal



Virtual Medical Information



Social Media



ChatBots

Medical Affairs: Demonstrating Impact



Demonstrating the Impact of Medical Affairs

KPIs and Metrics are being used to communicate the Medical's impact to cross-functional teams

Insights

- **100%** of Medical Affairs teams are being asked to demonstrate impact
- **50% have established KPIs and are using dashboards**
- Leaders agree that medical affairs needs to speak with one voice to consistently communicate impact



Innovations

Medical Affairs teams are evaluating both **leading and lagging indicators to demonstrate how they are meeting the needs of HCPs.** Teams are striving to demonstrate impact by demonstrating how activities are improving patient outcomes.



Awareness

- Medical Affairs teams are working to ensure external audiences understand patients' unmet medical needs
- Awareness of clinical data and familiarity with a company's portfolio are also key indicators of impact



External Engagement

- Effective external engagements are key to insight generation
- Teams can show that they are meeting HCP needs by meeting them where they are and providing content how they want to be engaged
- Teams are considering how engagement impact HCP sentiment



Education

- Medical teams are evaluating how they are closing gaps in knowledge by driving awareness
- Evidence is a critical backbone to ensure robust, data-informed clinical decisions are made

Biopharma Executives: Leading the Evolution

Future-focused decisions to evolve and accelerate the Commercial Model, Medical Affairs, and Market Access

In conclusion...

Tomorrow's most successful leaders will continually seek data, information and emerging trends in this increasingly innovative, fast-paced global environment. Building critical skills and capabilities for the future is essential. Data management is foundational. Implementing next level ways of working, Next Best Action and Generative AI will propel Commercial Operations, Medical Affairs and Market Access, and position your organization well for the continued evolution that lies ahead.

TGaS Advisors are your partners in providing insights and data to inform critical decisions in 2024 and beyond.

Reach out to your TGaS contact or info@trinitylifesciences.com for support for these topics or other business challenges you are facing.



Value of Benchmarking

TGaS Advisors, a Division of Trinity Life Sciences, is a benchmarking and advisory services firm. We exist to answer the question **how do other companies do it?** It pertains to anything across the 14 practice areas that we currently run in the industry, cutting across Commercial Operations, Medical Affairs and Market Access. We're also not afraid to say how we think you should do it. In other words, we don't just provide data and information, we provide insights and recommendations based on your specific business need.

Which areas are you seeking to improve in 2024?

If you are considering any of these, let's review how a benchmark project may help.



Understanding the current state of your team's capabilities, their core strengths and gaps



Understanding how and where to upskill to align to best practices vis-à-vis industry peers, and where appropriate, ex-industry



Developing an action plan and roadmap to evolve your team's capabilities



Assessing your organizational design or structure for improved effectiveness or shifting to support new or evolving priorities



Reallocation of budgets or personnel



Understanding the status/ 'health' and effectiveness of your stakeholder relationships and matrix inter dependencies

TGaS has a long-standing history of providing benchmarking and advisory support to our clients. We rely on our proprietary benchmarking knowledgebase, a network of thousands of industry contacts from >100 pharmaceutical companies and a team of >50 professionals—most with senior-level experience who have walked in the shoes of our clients. For the past 18 years, TGaS has been helping our clients answer the question, "How do other companies do 'it'?" and there is hardly a question we can't answer.

TGaS[®] Advisors

A DIVISION OF



About Trinity

Trinity Life Sciences is a trusted strategic commercialization partner, providing evidence-based solutions for the life sciences. With over 25 years of experience, Trinity is revolutionizing the commercial model by providing exceptional levels of service, powerful tools and data-driven insights. Trinity's range of products and solutions includes industry-leading benchmarking solutions, powered by TGaS Advisors. To learn more about how Trinity is elevating life sciences and driving evidence to action, visit trinitylifesciences.com

For more information, please contact us at info@trinitylifesciences.com.