

# CASE STUDY

## LAUNCHING FOR SUCCESS

### Case background

The client, PharmaA\*, was a **small-to medium-sized pharmaceutical company**. PharmaA had a **limited development pipeline** and was in the process of launching their first product, an orphan drug, AX, for treating a rare disease. The drug was the first and only approved therapy for the indication in Europe and Canada and was pending approval in the US. AX was already commercially available in a few European countries and PharmaA was preparing to launch in the remaining European markets. Being the only available treatment currently in the market, AX had high revenue potential.

PharmaA planned to sequentially launch AX in the remaining European markets. However, they were a **relatively small organisation with no prior knowledge of the competitive environment, and no standardised launch planning process or procedures**. The client engaged Deallus to help them **understand their competitive landscape, streamline launch efforts across all European markets, and stress test and revise their launch planning strategies into the new markets**.

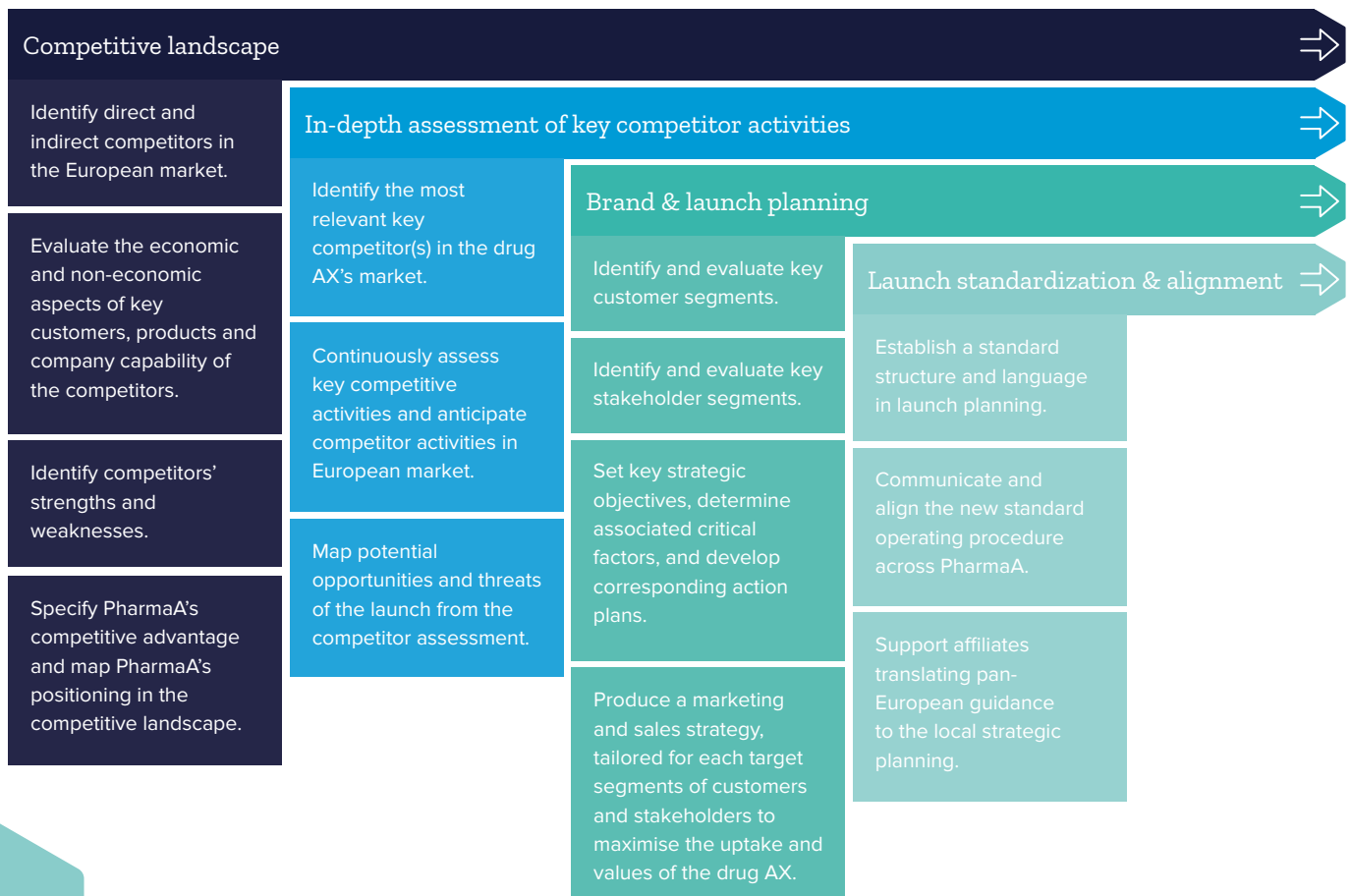
### Key client questions





# The Deallus approach

To adequately assist PharmaA in understanding their launch landscape and strategically approaching their entrance into the marketplace, Deallus created a 4-tiered approach to the client's asks:



## Competitor landscape

### WHAT DEALLUS DID

Through internal and external strategic intelligence such as conference coverage, primary, and secondary research, Deallus collected necessary information on PharmaA's capabilities as well as on the capabilities and aims of their competition in the launched and pre-launch European markets.

Deallus then analyzed and evaluated the collected data to find strengths and weakness of PharmaA versus its competitors in the European market.

### OUTCOMES

Deallus found that there was competitive activity within the drug AX's market, with one direct competitor amongst few other indirect competitors identified. This direct competitor was much more aggressive than initially anticipated.

This direct competitor required immediate attention as in-market head to head competition was expected within 1 to 2 years. And, additional assets from indirect competitors in mid-stage clinical development were already influencing how the disease was perceived by key stakeholders, including changes in patient segmentation. These indirect competitors could become a significant in-market threats in the 3 to 4 years, and so were also considered from a planning perspective. Thus, Deallus tiered these threats and assisted with outlining PharmaA's competitive landscape accordingly.

# In depth assessment of key competitor activities

## WHAT DEALLUS DID

Deallus then conducted continuous internal and external assessment of PharmaA, and their competitor's, evolution in the target indication. This work included conference coverage, orphan drug-approval scenario deep dives, and competitor drug deep dives.

From there, competitive and simulation workshops to strengthen internal competitive awareness and monitoring were conducted. Global leadership competitive intelligence workshops were run that helped disperse relevant information, align key stakeholders throughout the company, and ensure that AX's competitive environment was well understood.

## OUTCOMES

Deallus identified and stratified potential opportunities and threats imposed by competitors. In addition, Deallus created an overview of the competitor's positioning on specific elements of the disease and their appropriate drug alignments. Forecasting of the top competitor's positioning and core messages one year prior to launch was also conducted - these competitive insights were used as foundation to develop the client's strategic and tactic plans, including core positioning, messaging, and marketing tactics of AX.

# Brand and launch planning

## WHAT DEALLUS DID

In both launched and pre-launch markets, Deallus constructed comprehensive research, analysis, and a series of cross-functional workshops to identify the key leverage points, strategic objectives and key tactics of AX's launch. A customer differentiation matrix was then developed in order to identify priority segments of patients and key stakeholders. Key objectives and tactics for each segment were identified and captured.

A standardized commercial frame-work for the launch was established and shared to all relevant stakeholders.

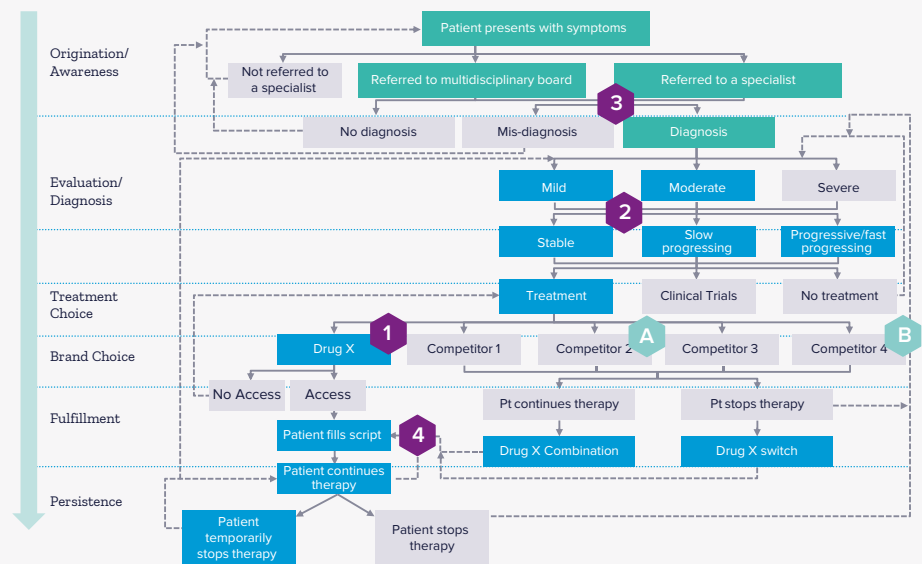
Example exercises within workshops included:

- Situational analysis
- 4Cs summary
- Customer Insights (integrating 3rd party market research)
- SWOT (own and competitor)
- Competitor target product profile (TPP) and differentiation analysis
- Benefit ladders (own and competitor)
- Formulation of brand vision and positioning
- Buying process and patient flow
- Leverage point analysis
- Market segmentation refinement and customer prioritisation
- Customer strategies exploration
- Formulation of Pan-Europe strategies aligning with global strategic Imperatives
- Detailed tactics, key performance indicators and associated work-streams development

## OUTCOMES

The client was informed with the key leverage points and customer segments for PharmaAX in order to aid plan prioritisation. The level of prioritisation is indicated by '1, 2, 3, 4' on the patient flow and customer differentiation charts shown here.

Defining patient flow and leverage points



Hexagons represent key competitors and leverage points

## Standardisation and alignment of launch planning strategies

### WHAT DEALLUS DID

Deallus helped PharmaA to create a standardized launch planning framework and vocabulary, which was shared across the company in order to drive alignment and streamlining of processes. Workshops were conducted to facilitate the process management across all functions. In addition, the findings from all strategic planning exercises were formalized into a pan-European launch 'playbook' - a strategic and tactical alignment document. Deallus assisted with the rollout of this playbook and helped to align strategic and tactical directions with local realities of different markets.

### OUTCOMES

Thus, the client was able to transfer learning, standardize, and implement a comprehensive launch plan across all markets.

## Results

Through working with Deallus, the client was able to...



## Impact

PharmaA was able to gain crucial, action-oriented competitive insights for their launch and pre-launch markets that clarified competitor threats and intent, illuminating the best path forward for their product. The client raised their overall competitive preparedness through Deallus' best in practice strategic intelligence process, effectively incorporating competitor insights into their strategic decision making and using these insights to build a launch plan that could be standardized, shared, and tailored across markets.

The product, AX, was sold for profit to a top 10 pharma company, and successfully launched its drug.