

**Bold Vision for
Commercial Life Sciences**

Strategies and Solutions in a Transformed Future

**Axtria Commercial
Excellence Summit**
Roundtable Discussion
and Workshop
June 15, 2023













Executive Summary

In a world where precision drugs and personalized treatments present industry players with great opportunities and new challenges, the life sciences industry continues transforming itself to meet the future. These innovative treatments may cater to only a small patient population, but they offer tremendous value to the individuals receiving them.

Axtria's Commercial Excellence Summit roundtable brought together pharmaceutical industry leaders to brainstorm ways to meet the current challenges of commercializing precision drugs and personalized medicines. They discussed key challenges and changes in commercialization strategy, organization design, and investment planning to align the industry for the future. These experts' key takeaways follow:

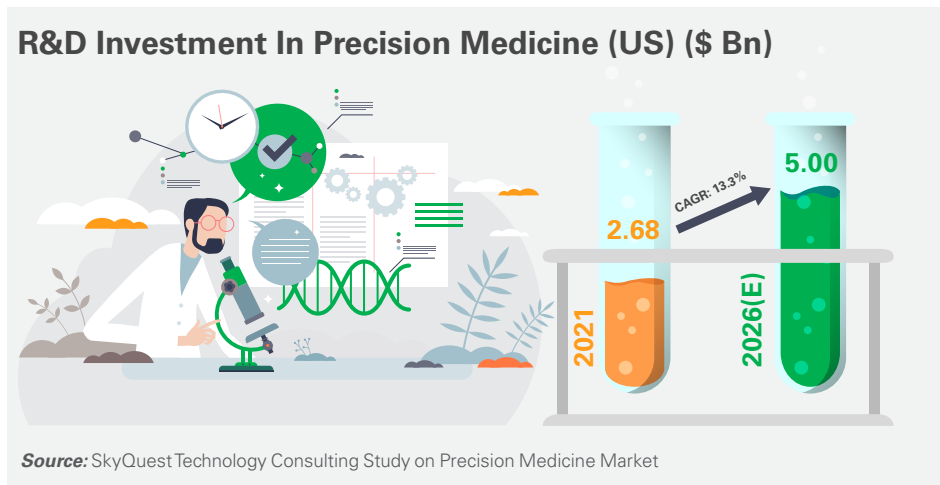
Our industry can truly unlock the value of precision medicines and personalized treatments, enabling new growth drivers for the future.

- 01** Frontline teams (sales teams, MSLs, KAMs) will need to change, both in terms of skills and operating model. 
- 02** Increased collaboration will be needed with third parties to drive the personalized medicine experience. 
- 03** Marketing campaigns and execution strategies will need to become more precise and targeted. 
- 04** Data integration and technology enhancements across functions (CRM, hub, and PSS) will be critical. 
- 05** Laser-sharp focus on patients and their evolving needs will be key for success. 
- 06** Rapid communication between various functions (sales, MSL, KAMs, PSS, hub, etc.) will be critical for personalized medicine. 
- 07** Cost management will be critical to delivering precision drugs to patients effectively. 
- 08** Agility will be key for personalized treatments, enabling a higher degree of personalization and faster turnaround time. 

We believe that by following these eight recommendations from this esteemed group, our industry can truly unlock the value in the precision medicine and personalized treatment space, enabling growth drivers for the future.

Background

Investment in precision medicine and personalized treatment is on the rise. These innovative treatments cater to a small patient population but offer tremendous value and targeted outcomes. As medical technology evolves, these treatments are expected to provide significant opportunities to life sciences organizations in the coming years.



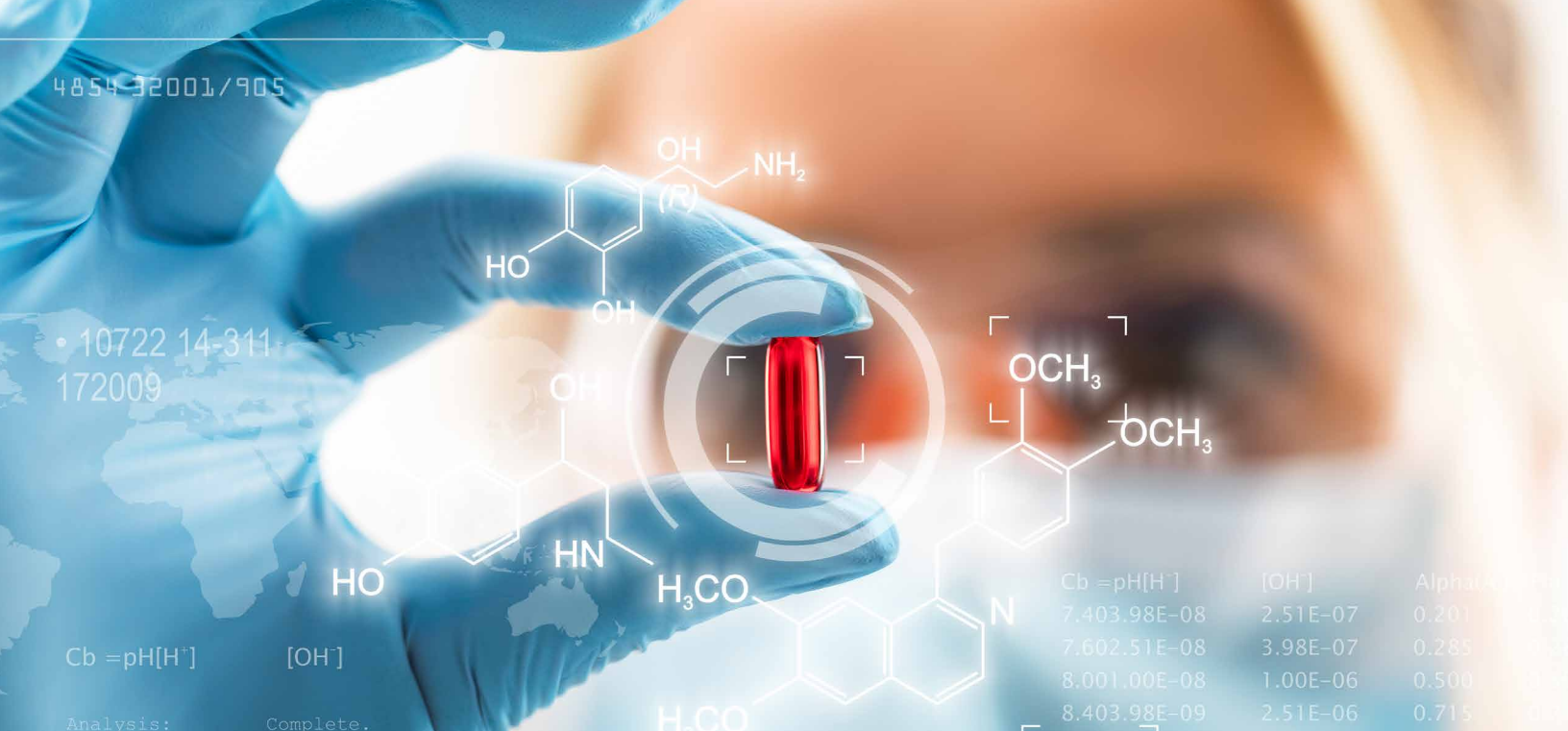
Understanding the strategy behind the existing operating model and the design adjustments necessary to effectively reach, engage, and serve a limited number of high-value customers is critical. The following questions offer a place to start:

- What strategic changes and redesigns are necessary in the commercialization framework?
- What new assets should pharma invest in?
- What talent (competencies) will be needed?
- What changes in structure and stakeholder management will be needed for effective execution?

The Roundtable Objective

Axtria invited two dozen experts from across the life sciences to discuss the changes necessary and the investments required to guide the life sciences industry through the coming transformation toward precision and personalized medicine. These experts joined us for a revealing discussion on June 15, 2023. Please see the Roundtable Participants on page 11 of this report for the complete list of contributors.

Precision medicine aims to provide highly customized treatments based on a patient's genetic, molecular, and clinical characteristics.



Critical Changes and Investments Identified in the Workshop

1. Frontline teams will need to expand their skills and change their operating model

Traditionally, sales teams have focused primarily on promoting and selling pharmaceutical products, while MSLs have provided scientific and medical expertise to healthcare professionals. However, with the emergence of personalized medicine and the increasing importance of evidence-based medicine, there is a growing need for greater integration between these functions.

The "Medico-Sales" concept of collaboration entails breaking down the silos between medical and sales teams and fostering a more integrated approach. This cooperation involves combining the scientific knowledge and expertise of MSLs with the commercial acumen and customer insights of sales teams. Sales teams will need a deeper understanding of scientific and clinical concepts so they can effectively communicate the value of personalized medicines to healthcare professionals. MSLs will need to develop commercial awareness and customer engagement skills to support sales efforts and contribute to revenue generation.

Given the increasing number of physicians working in larger practices, the KAM role will also need to grow. These steps will provide a more holistic and consultative approach to engaging healthcare professionals and delivering value to customers.

68%

Percentage of sales forces that identified 'shifting field force roles' as essential factors in future sales structures.

Source: IQVIA

2. The personalized medicine experience will require increased collaboration with third parties

Increased collaboration with third parties is necessary as we focus on providing a seamless experience in precision medicine and personalized treatments. The need for new skill sets at a large scale and over a short time frame, combined with the ability of third parties to provide these much-needed skill sets quickly and effectively, will drive this effort.

Personalized medicine relies on integrating various data sources, advanced analytics, and technology solutions to tailor medical treatments and interventions to individual patients. Implementing customized medicine strategies requires expertise in diverse areas such as data and technology, as well as nursing, healthcare services, genomics, and highly specialized therapies.

Working with third-party organizations, such as specialized technology providers, analytics firms, research institutions, or contract service providers, can offer pharmaceutical companies the specific skill sets and capabilities required to succeed in these areas. These third parties often have deep domain expertise and resources dedicated to personalized medicine initiatives. Similarly, pharma firms must assess their partnerships with diagnostic companies, research institutions, health technology companies, clinical labs, and patient advocacy groups.

In a real-life example of what this could look like, one of our participants shared that a large pharmaceutical company recently launched a precision medicine in the dermatology space. While commercializing the product, the company realized that dermatologists were not equipped to infuse their drug. To solve this, the company partnered with infusion centers to enable dermatologists to administer the medication appropriately.

3. Marketing campaigns and execution strategies will need to become more precise and targeted.

In precision medicine, treatments and therapies are customized for the individual patient, using an individual's genetic, environmental, and lifestyle factors. Effective marketing must show patients how their personal data can be used to treat their illnesses.

With anonymized patient data in hand, marketing campaigns can deliver targeted messaging that resonates with different patient segments. Such messages can be more effective if they address specific patient concerns or preferences and highlight how precision medicine can benefit their conditions.

This kind of tailored information helps patients understand their conditions more deeply, allowing them to better engage with providers. That, in turn, facilitates wider adoption of precision medicine approaches.

36%

Percentage of pharma product launches that fail to meet market expectations, often because of inadequate targeting.

Source: Deloitte

By incorporating anonymized patient data into promotional activities, precision medicine marketing campaigns will become more personalized, targeted, and relevant.

4. Data integration and technology enhancements across functions will be critical.

In the precision medicine world, various sources, including electronic health records (EHRs), genomic data, patient-reported outcomes, wearable devices, and more, generate vast amounts of data. It is crucial to consolidate the data from these sources with customer relationship management systems (CRMs), commercial operations, patient support services (PSS), and hubs to create a comprehensive view of the patient's journey.

Combining data in this way provides a holistic understanding of the patient, their preferences, treatment history, and needs, producing the foundation for the effective delivery of personalized medicine. It enables healthcare providers, pharmaceutical companies, and other stakeholders to deliver tailored interventions, treatment options, and support services specific to each patient's circumstances.

While patients may not be traditional customers in the business sense, the increasing complexity and variation of PSS can significantly benefit from having a CRM system. Benefits include a centralized information system, streamlined communication, analytics and reporting, effective case management, and integration with other systems. As patient volume and support needs grow, implementing a dedicated CRM system will become increasingly valuable.

Alongside data integration, technological enhancements like advanced analytics, artificial intelligence (AI), machine learning (ML), and data visualization tools will be crucial in precision medicine. These technologies can help identify patterns, predict treatment responses, and enable real-time decision support, empowering healthcare professionals to deliver personalized and timely interventions.

Other business areas have already seen significant gains from implementing such technologies. For example, by redesigning their cross-functional processes and increasing their digital technology enablement, banks reduced their end-to-end processing time by 99% and lowered the associated costs by 70%. Pharma can be expected to experience similar results.

97%

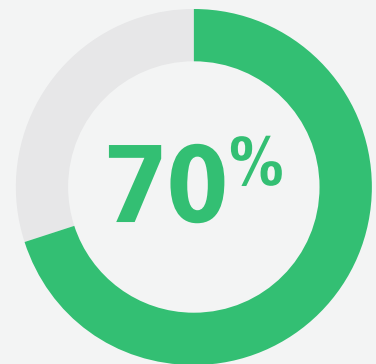
Percentage of data generated by healthcare facilities that sits idle. This information, integrated with existing data sets, has the potential to modernize the healthcare and pharmaceutical industry.

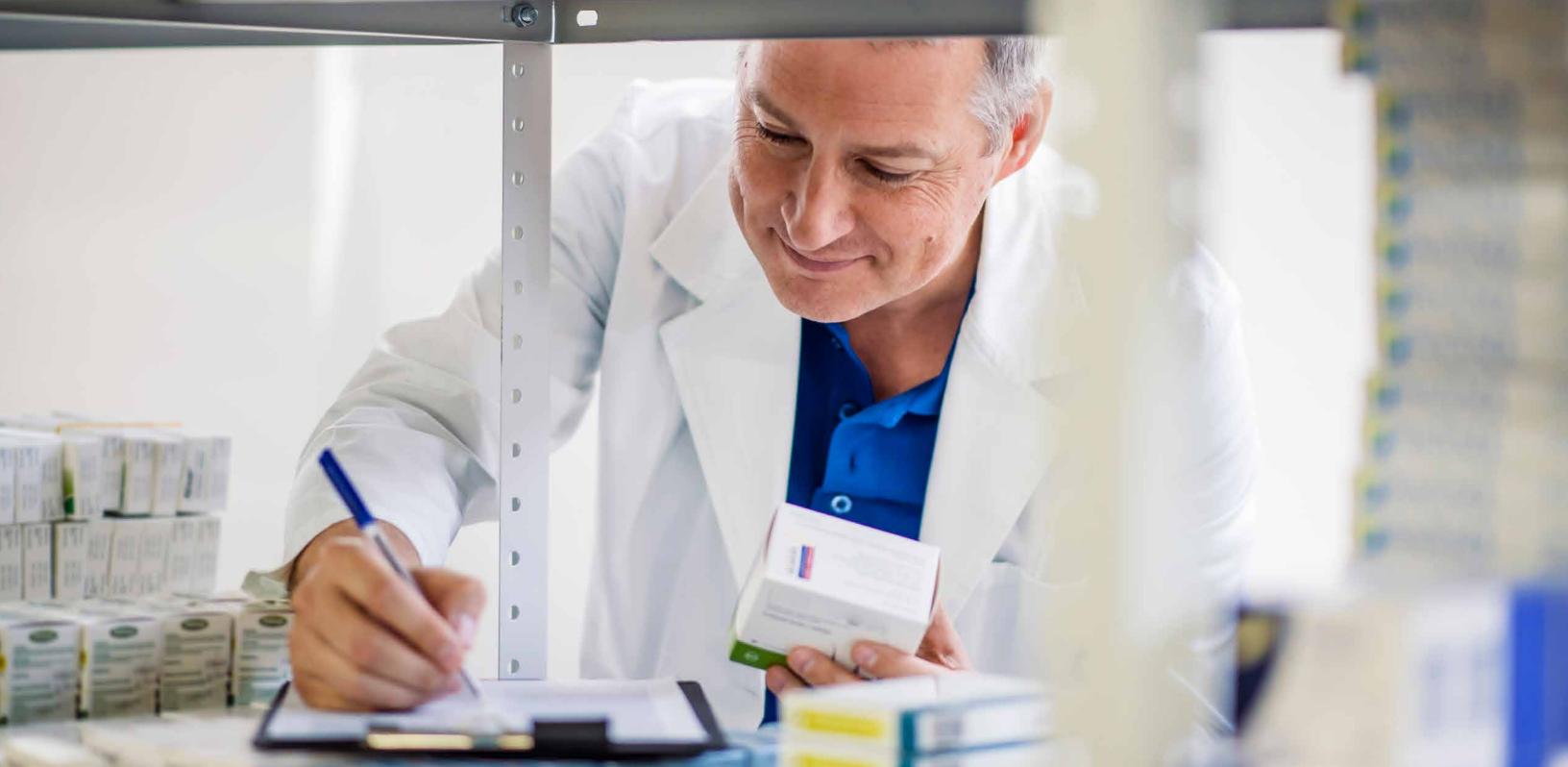
Source: World Economic Forum



By redesigning their cross-functional processes and increasing their digital technology enablement, banks reduced their end-to-end processing time by 99% and lowered the associated costs by 70%

Source: McKinsey





5. Laser-sharp focus on patients and their evolving needs will be essential for success.

Understanding the patient's experience, from pre-diagnosis to post-treatment follow-up and long-term care, is crucial when developing the precision medicine market. By leveraging real-world data (RWD) and real-world evidence (RWE), we can map out the various touchpoints, interactions, and decision-making processes patients encounter on their journeys.

RWD is drawn from EHRs, claims databases, wearable devices, patient-reported outcomes, and social media. It provides valuable insights into the patient's experiences, treatment outcomes, therapy adherence, and quality of life. These insights foster a deeper understanding of the patient's evolving needs and help tailor interventions accordingly, ultimately driving higher adherence and adoption rates.

6. Rapid communication between various functions will be critical for personalized medicine.

Precision medicine requires close coordination among different roles, including sales teams, MSLs, KAMs, PSS, and hub teams. And rapid, effective communication between them is critical to delivering personalized treatments.

Technology plays a crucial role in enabling rapid communication between the different functions involved. Integrated technology solutions, like CRM systems, project management platforms, and secure communication channels, can facilitate real-time collaboration and streamline information sharing.

Materials that require the timely exchange of information include patient-specific data, treatment plans, genomic data, adverse event reporting, and insights gained from patient interactions. Quick communication allows teams to work together seamlessly on cases, adjust treatments, address challenges, and provide ongoing support as needed.

50%

With patient adherence at less than 50% and estimated lost value totaling nearly \$300B, the importance of helping patients stick to their medicines through patient services is well worth the investment.

Source: Patience Preference and Adherence

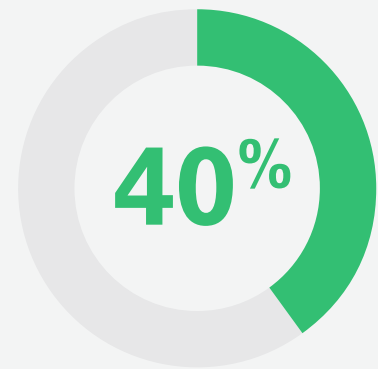
Technology plays a crucial role in enabling rapid communication between the different functions involved in precision medicine.

7. Cost management will be critical to the effective delivery of precision drugs to patients.

Precision drugs are designed to address patients' specific genetic characteristics. These drugs are developed through extensive research and are often associated with high development costs, including genomic profiling, clinical trials, and specially-designed manufacturing processes. As a result, precision drugs tend to cost significantly more than regular medicines.

While precision drugs offer the potential for improved treatment outcomes and personalized care, their high prices can create challenges in terms of accessibility and affordability. The prohibitive cost of these drugs may limit patient access and hinder the widespread adoption of precision medicine approaches. This is particularly relevant in healthcare systems, as the drugs' high prices might not be sustainable in the long-term. To promote wider acceptance and adherence, insurers, government agencies, pharma manufacturers, and providers must carefully manage the financial burden on patients.

By considering the real-world value and impact of precision drugs on patients' lives, value-based pricing aims to align drug prices with the actual benefits they provide.



As a result of its high cost, there is less integration of precision medicine in the current healthcare system than expected or desired. Only 40% of patients are aware of precision medicine. A mere 11% say their doctor discussed precision medicine with them as a treatment option.

Source: PharmaTimes

8. Agility will be crucial for personalized treatments, enabling a higher degree of personalization and faster turnaround time.

Achieving a high level of personalization requires agility in several aspects of the healthcare system. It involves rapid and accurate analysis of patient data, including genomic information, and translating that data into actionable insights for treatment decisions. Additionally, it requires a faster turnaround time for diagnostics, targeted therapies, and treatment adjustments to maximize the benefits of precision medicine.

Developing an agile operating model is crucial. It requires streamlining and optimizing workflows, eliminating unnecessary steps or redundancies, and leveraging technology to automate manual processes.

Achieving agility in precision medicine will also require alignment with regulatory and policy frameworks. Regulatory bodies must adapt to the evolving landscape of precision medicine, ensuring that rules and approval processes support the timely development and delivery of personalized treatments. Policy initiatives promoting data sharing, interoperability, and reimbursement mechanisms will also enhance agility and access.

Agility in precision medicine will be an ongoing journey that requires a culture of continuous learning and improvement. Organizations will need to embrace a mindset of experimentation, evidence-based practice, and constant feedback loops to refine and optimize personalized treatment approaches while learning from real-world outcomes, patient experiences, and emerging scientific evidence.

Conclusion and Acknowledgements

These eight strategies and solutions are an essential roadmap for the healthcare industry as it forges ahead with personalized medicine. As we have seen, targeted treatment holds limitless potential for improving lives. And although patient populations can be small for some courses of action, following these solutions will lead to broader acceptance of personalized medicine and a life sciences industry that will continue to embrace a bold vision.

We want to thank our esteemed colleagues for their thoughtful contribution to the workshop and for sharing this invaluable blueprint for the future. Like the different functions of a pharma firm working together, these experts' collaboration enabled them to articulate powerful insights.

As we move together toward a transformed future, we look forward to continued partnerships and guidance from industry leaders.

Roundtable Participants

Leaders and industry veterans who participated in the roundtable workshop



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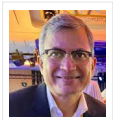
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