

# PRICING AND MARKET ACCESS LAUNCH EXCELLENCE: WHAT ARE THE KEY CHALLENGES FACING COMPANIES TODAY?



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## Introduction/objective

- ▶ Pharmaceutical companies are incorporating payer/HTA needs into their clinical and commercial launch planning. This is becoming increasingly relevant as growing healthcare expenditure means payers are more stringent regarding the evidence needed to achieve patient access at a price that is acceptable to both the pharmaceutical company and the payer.
- ▶ A lack of early pricing and market access input can lead to clinical and economic evidence challenges during HTA submissions.
- ▶ The objective of this research was to understand the industry perspective on drivers and challenges for a successful launch from a pricing and market access perspective, and the areas that can be improved in future.

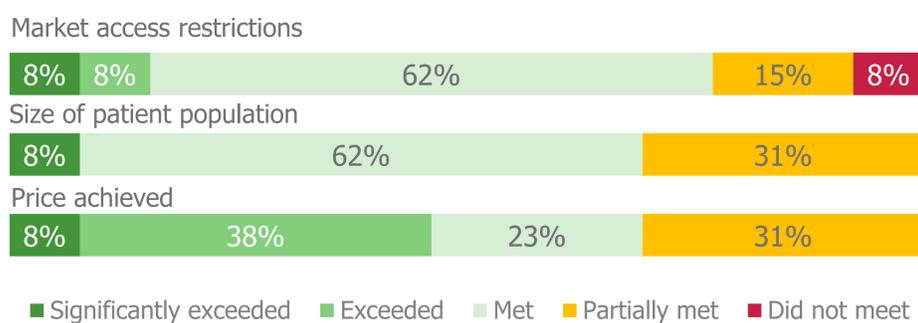
## Methods

- ▶ An online survey was completed by commercial and market access executives across leading pharmaceutical companies.
- ▶ The research focused on three main topics:
  - ▶ Understanding whether recent drug launches had met pricing and market access expectations
  - ▶ Identifying the main internal company and external payer/HTA challenges faced during drug launches
  - ▶ Exploring factors that would improve pricing and market access outcomes for future drug launches.
- ▶ Feedback from 15 responses were analysed.

## Results

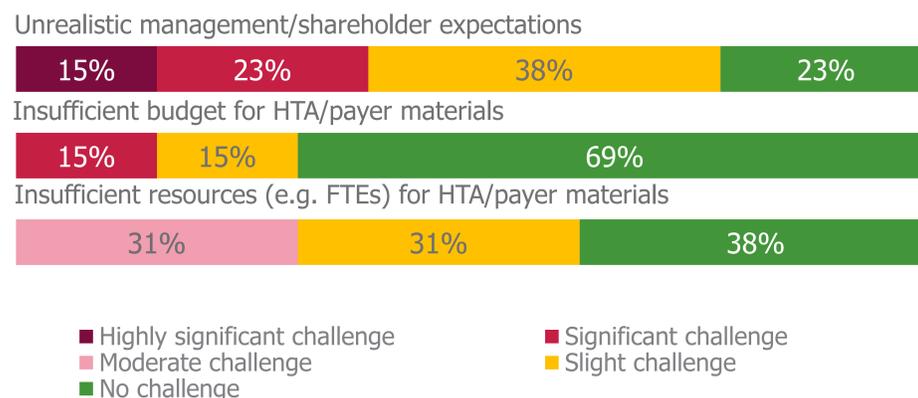
- ▶ 81% of respondents had launched an innovative biologic or small molecule in the previous 5 years.
- ▶ 77% of respondents rated recent drug launches as either "very successful" or "quite successful" from a pricing and market access perspective. Price exceeded expectations more often than patient population size or access restrictions (Figure 1).

**Figure 1: Launch success based on specific pricing/market access criteria**



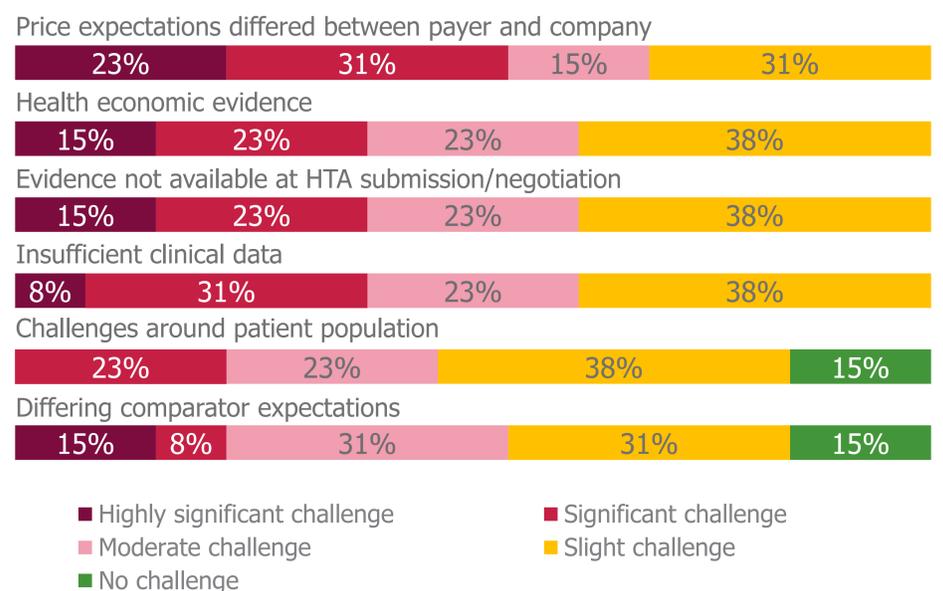
- ▶ Internal budgets/resources were rarely cited as an issue for Pricing/Market access teams. 69% of the sample faced no challenges regarding an insufficient budget for developing payer materials (e.g. value propositions, dossiers).
- ▶ 77% of respondents considered the Pricing/Market access team to either be a "strategic partner" to Commercial or to have a significant input into the Commercial launch team.
- ▶ A lack of internal knowledge, understanding and alignment is a more common challenge to a successful drug launch (Figure 2).

**Figure 2: Internal company launch challenges**



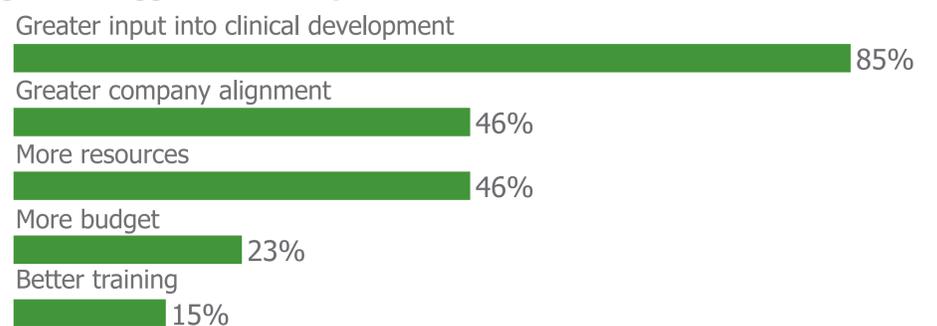
- ▶ 77% of the sample faced at least one significant challenge during discussions with payers/HTA bodies, with differing price expectations and health economic and clinical data weaknesses the most frequently mentioned (Figure 3).
- ▶ The most commonly stated evidence challenges stated were inappropriate endpoint and comparator selection.

**Figure 3: External payer launch challenges**



- ▶ 85% of respondents considered either the UK or Germany to be particularly challenging launch countries from a pricing and market access perspective.
- ▶ When asked what they would improve for their next launch, 85% of respondents suggested greater Pricing/Market access input into clinical development (Figure 4).

**Figure 4: Suggestions to improve the next PMA launch**



## Discussion and conclusion

- ▶ Getting pricing and market access right is increasingly vital to successful drug launches, with a greater focus on integrating Pricing/Market access teams earlier into clinical development and commercial strategy and ensuring they are adequately resourced.
- ▶ Our survey indicates that Pricing/Market access teams are well integrated with their commercial counterparts and rarely face significant resourcing challenges. This shows an improvement from a survey conducted by Remap in 2017, where 41% of respondents faced a lack of internal investment in market access.
- ▶ However, most recent drug launches have encountered significant challenges during payer negotiations based on the clinical and economic evidence available at launch. As such, Pricing/Market access teams need to be better integrated with Clinical Development teams to ensure the necessary clinical and economic endpoints are included to enable effective payer value demonstration.
- ▶ In addition, our results indicate a lack of understanding from senior leadership around EU price expectations and the associated evidence requirements. Failing to achieve unrealistic market access goals risks the disillusionment of senior leadership, with potentially decreased pricing and market access investment for future drug launches.
- ▶ Pricing/Market access teams should therefore be integrated into decision making with senior management, and have sufficient high-level involvement to ensure price and reimbursement expectations are aligned across stakeholder groups.

FTE=Full-time equivalent; HTA=Health technology assessment