

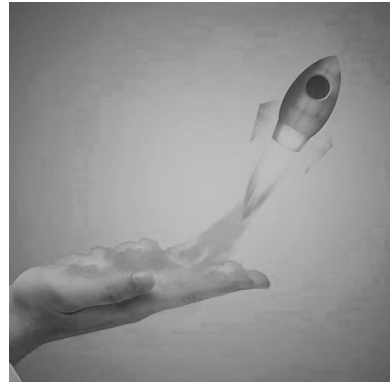
# What we do

## Our 5 Core Service Offerings



### **MARKET OPPORTUNITY ASSESSMENTS**

Generating detailed and defensible market opportunity assessments, forecast models and patient flows to support strategic decisions for in-line and pre-launch assets.



### **COMMERCIAL AND LAUNCH STRATEGY**

Ensuring you can make confident decisions based on scientific evidence and information. Building go-to-market strategies, brand positioning underpinned by evidence-led recommendations.



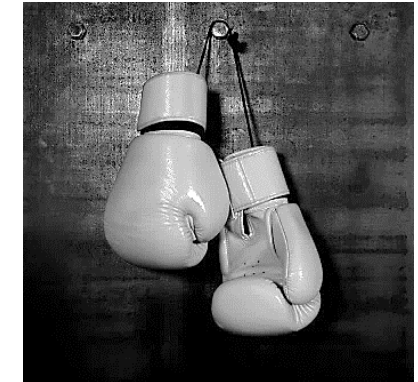
### **MARKETING PLANNING EXCELLENCE**

Building robust strategic and operational plans which deliver a future-fit brand strategy. Blending this with best practice case studies and analogues to ensure your people are growing and developing too.



### **SCENARIO LEARNING AND STRATEGY**

Developing future focused scenarios to interact and engage with in order to drive business planning forward. Developing strategies based on market, customer and competitive insight and foresight.



### **COMPETITIVE MANAGEMENT STRATEGY**

Modelling and simulating anticipated competitor strategies and tactics in an engaging and informative way in order to develop the most robust competitive response for your company and brands.

# Virtual Meeting Platform Capability



- We are experienced in leading and facilitating virtual meetings via any client-supported platform
- Prior to the COVID-19 pandemic, many of our clients had already approved remote working
- As such, we have successfully completed virtual meetings for:
  - Developing brand strategy and strategic imperatives
  - Building and finalizing brand plans
  - Developing tactical objectives
  - Competitor simulations / gaming
  - Pressure testing of strategy
  - Scenario learning and future strategy
  - Marketing capability training
  - Developing brand positioning

# Case Studies

---

Demonstrating and Exemplifying Experience

# Market Opportunity Assessment

## Market Map And Forecasting in the Gastroenterology Market

**THE CLIENT:** A rare disease biotechnology company looking to launch a monoclonal antibody for gastroenterology indications in well-established therapy areas.

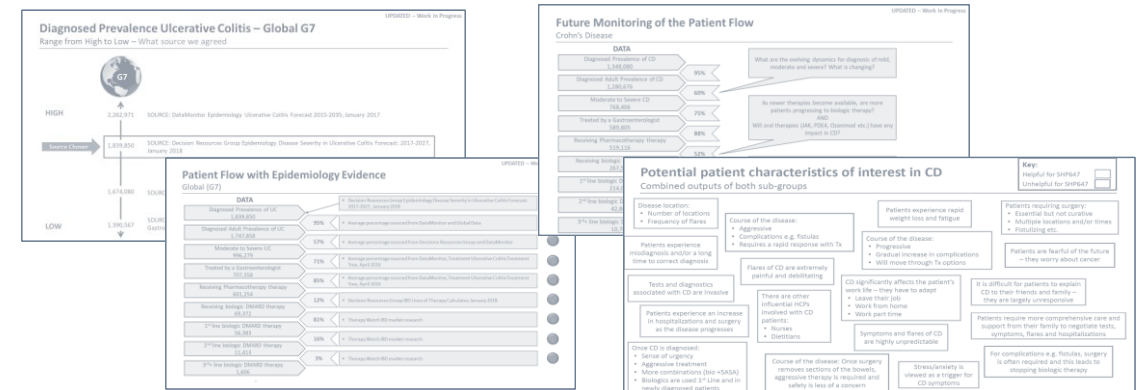
**THE BUSINESS CHALLENGE:** The client had limited knowledge outside rare disease and had purchased a range of data analytics that offered contradictory information. But, senior leadership expected modelling to demonstrate blockbuster revenue status.

### THE APPROACH:

- Conducted independent secondary research across public and subscription-based resources to understand the current state of the target gastroenterology market and map its expected evolution prior to the anticipated launch of this asset.
- Worked with client teams in medical affairs, health economics, epidemiology and marketing to generate, agree and align around assumptions.
- Worked with the client's external primary research provider to map out and test target product profiles for both client and competitor molecules as well as develop potential patient profiles to determine potential uptake.
- Generated a robust forecast for the client to share with their senior leaders allowing them to manage expectations moving forward.

*"We were happy with the work you did for us as you brought both hope and reality to our understanding of the market - we will keep you in the loop for similar assignments in the future."*

- Commercial Director



### THE VALUED OUTCOME:

- Created an aligned and agreed patient flow and subsequent forecast model for the client.
- Defined the treatment pathways and patient profiles illustrating the level of coordination that would be required for successful asset commercialization.
- Recommended high-level commercial strategy, including early positioning criteria and next projects and investment required for success.

# Commercial & Launch Strategy

## Brand Positioning for a New Product in the Haematology Market

**THE CLIENT:** A global pharmaceutical company launching a new monoclonal antibody in combination with an existing treatment for AML.

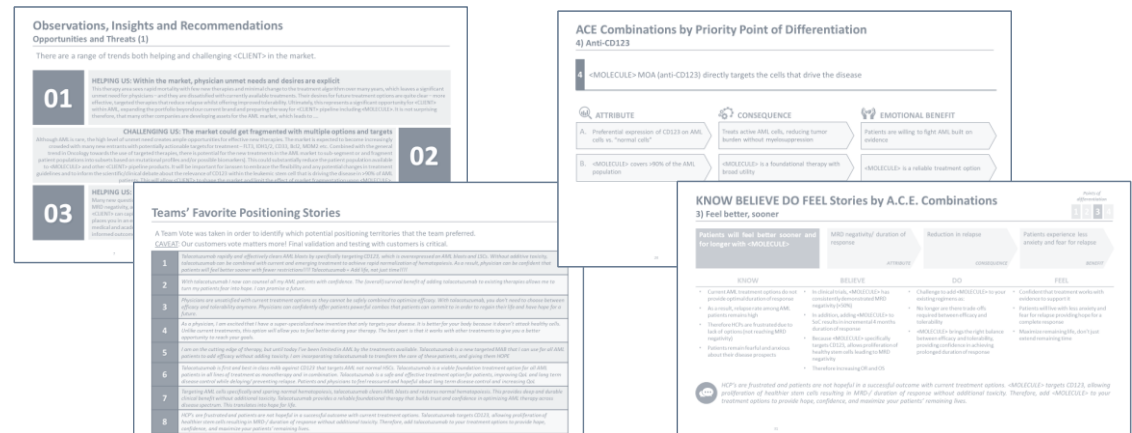
**THE BUSINESS CHALLENGE:** At 2-3 years prior to launch, the client wanted to build a range of compelling, differentiating brand positioning territories that can be further assessed with customers via market research.

### THE APPROACH:

- Combined our deep expertise of varied Brand Positioning models with critical thinking around a range of compelling points of differentiation for the client's therapy in AML.
- Blended the deep, internal, scientific knowledge of the client with a wide range of tools and techniques that allowed them to go beyond clinical trial endpoints and explore highly-valued, customer-centric emotional benefits.
- Established a robust understanding of what each customer needed to know, believe, feel and do in order to genuinely assess the value of our client's brand and ultimately what it would take to prescribe.
- Stretched the client to extend their strategic and critical thinking outside of current corporate templates and their own comfort zones.

*"We felt pushed and stretched and could never have imagined how far we could have progressed our thinking around brand positioning without your help."*

- Global Brand Director



### THE VALUED OUTCOME:

- Critically challenged the client's thinking based on our experience, expertise and fresh perspective, pushing them to consider aspects that they themselves would not have got to.
- A total of 8 unique, compelling, and differentiating brand positioning territories were developed.
- Aggregated a comprehensive package of customer insights and knowledge gaps for further evaluation.



# Commercial & Launch Strategy

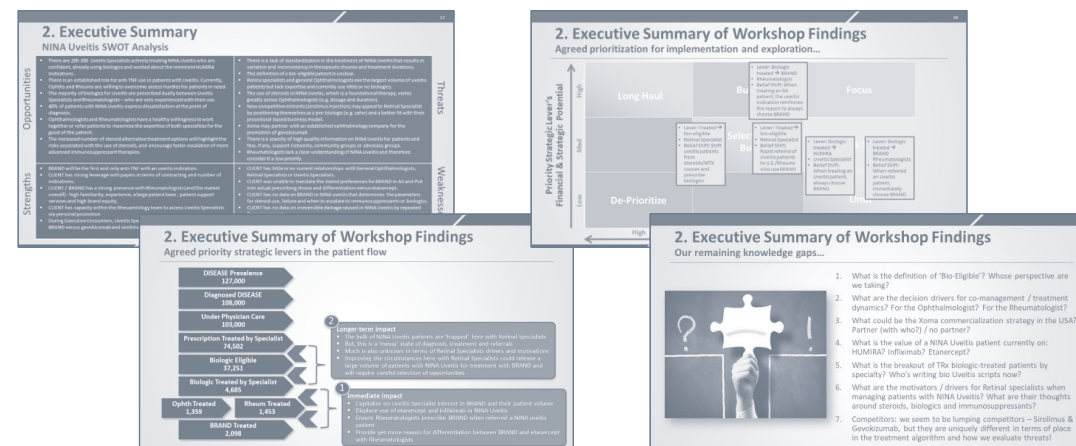
## Go-to-Market Model for an Orphan Indication in the Ophthalmology Market

**THE CLIENT:** A global pharmaceutical company with a prominent, well known Brand launching an additional orphan indication in ophthalmology.

**THE BUSINESS CHALLENGE:** At 2 years prior to launch, the client Brand Team wanted to pressure test their current brand plan and be stretched to consider alternative go-to-market strategies for a new orphan indication.

### THE APPROACH:

- Navigated the client team to expand their understanding of customers' needs and insights as well as prioritize strengths and weaknesses of their brand in the new ophthalmology indication.
- Consolidated and characterized the market size, potential revenue opportunity and range of strategic options to consider.
- Identified the belief shifts that needed to occur amongst both ophthalmologists and rheumatologists to encourage uptake and commitment to brand in the new indication.
- Explored the 'halo effect' of success with the brand in the orphan indication to see how that could be translated across other higher revenue generating brand indications.
- Laid the foundation for a succinct tactical plan to be implemented by client that would ensure no loss of focus on the other, priority indications.



### THE VALUED OUTCOME:

- Critically challenged the current brand plan, pushing the team to agree on 3 priority areas of focus and 2 for further exploration (as the market evolves).
- A detailed, comprehensive package of customer insights, unmet medical needs and knowledge gaps for their brand within ophthalmology.
- A clear go-to-market strategy that could maximise the new, orphan indication but not compromise the larger, main revenue-earning indications.

*"You are a fantastic partner with superior strategic insight; we learned a great deal from you."*

- Senior Brand Director



# Marketing Planning Excellence

## Creating a Company Wide, Global Strategic Planning Process

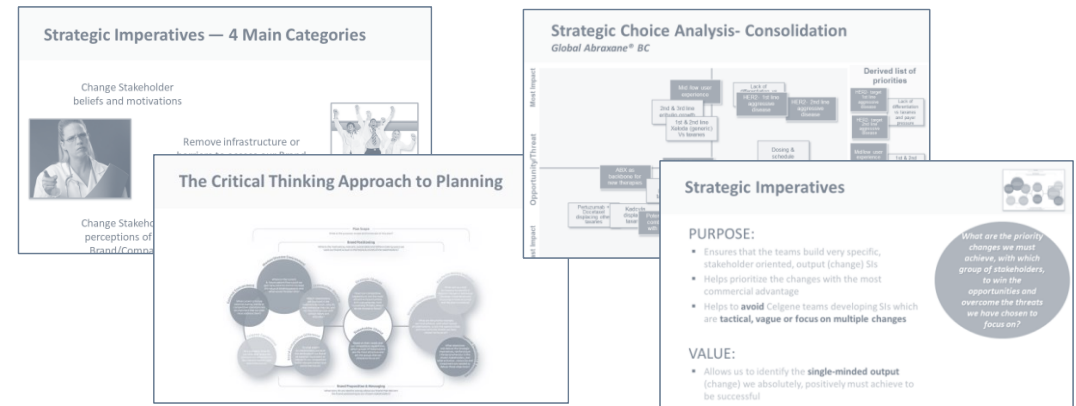


**THE CLIENT:** A global biopharmaceutical company that had experienced rapid, double-digit growth over the previous 5 years with personnel from varied backgrounds.

**THE BUSINESS CHALLENGE:** To create a company-wide strategic planning process that encouraged innovation, allowed comparison across brands whilst celebrating and recognizing employees' skills and competencies gained in previous roles and companies.

### THE APPROACH:

- Combined our strategic planning expertise with a new approach around critical thinking linked to a core set of strategic planning questions and key business questions.
- Co-Created and finalized the core set of strategic planning questions with the tools required for critical thinking, aligning Global, Regional and Affiliate cross-functional commercial teams.
- Conducted internal testing of the new strategic planning process through socialization, training and fine-tuning based upon learnings.
- Built all internal materials and tools with comprehensive 'how to' guides.
- Completed roll out of the process with training and facilitation of all Global Brand Teams, US Brand Teams, EU/JAPAC/LATAM Regional Brand Teams and other major market Brand Teams.



### THE VALUED OUTCOME:

- Universal endorsement and approval of the process was achieved with all Brand Teams adopting the approach and being evaluated by Senior Leaders accordingly.
- Allowed senior leadership to compare and contrast investment scenarios related to different strategic brand plans.
- The new planning approach challenged the client to rethink how brand strategy will impact customer behavior which in turn will impact product performance and patient outcomes.

*“They embraced what behaviors need to change - they challenged each other. These were the most robust conversations the team ever had. We now have a laser focus on what the opportunities are to focus on and connection to investment decision.”*

- Business Unit Director



# On Site 1:1 Strategic Consultancy

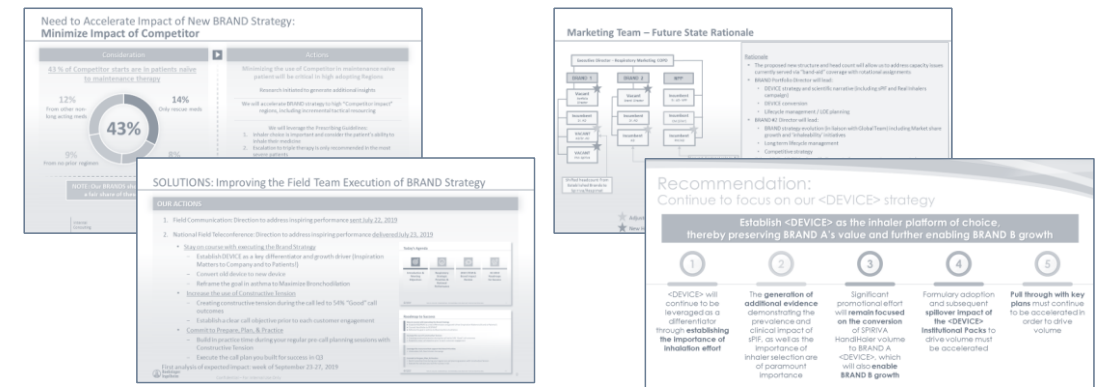
## Driving the Team and Aligning Strategic Direction in the Respiratory Market

**THE CLIENT:** A privately owned pharmaceutical company with a broad portfolio of therapies with a market-leading respiratory brand, critical for ongoing revenue.

**THE BUSINESS CHALLENGE:** The client was attempting to transform 2 key respiratory brands from their outdated, historical, standard marketing approaches to building tactics into a more innovative, strategic approach whilst managing upline management expectations.

### THE APPROACH:

- Supported the client through 1:1 strategic consultancy and on-site presence on a fortnightly or weekly basis as required:
  - Prepared content and strategic direction for all requirements to be delivered to upline management, including the Global Corporate team.
  - Mentored a junior brand manager to develop and deliver the competitive strategy and Field Force execution versus a recently launch competitor.
  - Made recommendations for change to the internal Dashboard to ensure the right data was being measured to gauge brand success.
  - Made recommendations for the annual tactical plan to consolidate successful activities, drive new activities and reduce wasted activities.



### THE VALUED OUTCOME:

- Finalized mid year review pre-read and presentations for scheduled meeting with Global Corporate Team.
- Co-delivered competitive strategy and execution guidelines for Field Force.
- Developed content for Annual Review with both Country Leadership and Global Teams
- Finalized the rationale for the request to change the organizational structure of the brand team.

*"Honestly, I don't know how I would have got this done without your on-site presence, strategic thinking and contribution."*

- Executive Director Marketing



# Scenario Learning & Strategy

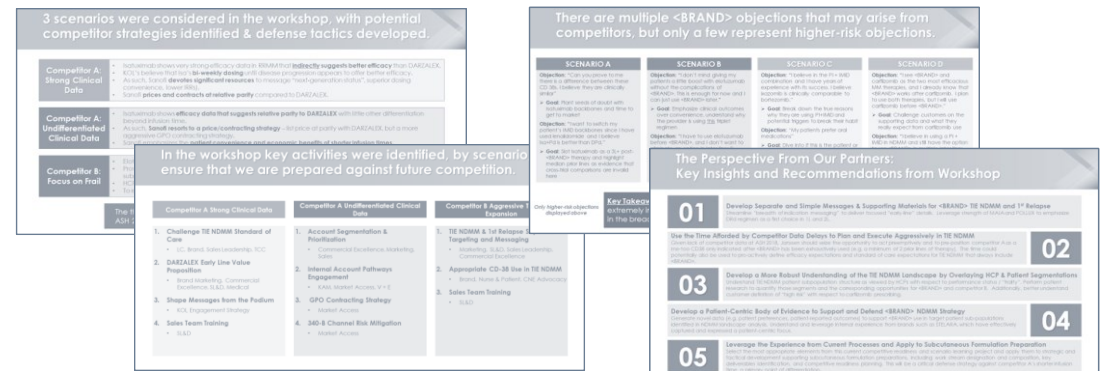
## Capitalizing Upon Opportunities in a Future Oncology Landscape

**THE CLIENT:** A global pharmaceutical company with exciting new data for their key haematology brand allowing their product to advance into earlier lines of therapy.

**THE BUSINESS CHALLENGE:** The client was facing a changing, highly competitive landscape in the short-to-mid term with new competitor indications and clinical trial data whilst needing to prioritize a new focus on their own brand strategy and launching new indications with new clinical trial data.

### THE APPROACH:

- Combined our deep Oncology expertise with our trademark Scenario Learning and Competitive Simulation approaches in order to identify both future risks to be addressed and future opportunities to be won.
- Created 3 future market/competitive scenarios for the client to engage with and interact.
- Supported the client through a series of workshops and small group review meetings to:
  - Assess the risk associated with new competitors, their indications and their clinical trial data release.
  - Deliver internal confidence that all risks have been assessed and mitigated allowing focus on brand opportunities to be won.
  - Develop and build cross-functional action plans developed to address the risks and win opportunities for execution.



### THE VALUED OUTCOME:

- Finalized a Future Playbook with clear direction for Senior Leaders, Brand Team and field-based Sales and Medical Teams
- Aligned around a future competitive landscape and expected scenarios (both likelihood and impact)
- Developed proactive and reactive cross-functional competitive defense plans that were ready for implementation should competitor scenarios play out as hypothesized
- Prioritized how to focus on their internal brand strategy while not becoming extraneously distracted by lower-risk competitive threats.

*"You did an excellent job pushing our conversations to consider new scenarios or emphasize/de-emphasize our current competitive scenarios - it demonstrates critical thinking and agility."*

- Brand Director

# Competitive Management Strategy

## Maintaining Competitive Advantage in an Evolving Market

**THE CLIENT:** A global biopharmaceutical company with a dominant, market-leading product facing new competition.

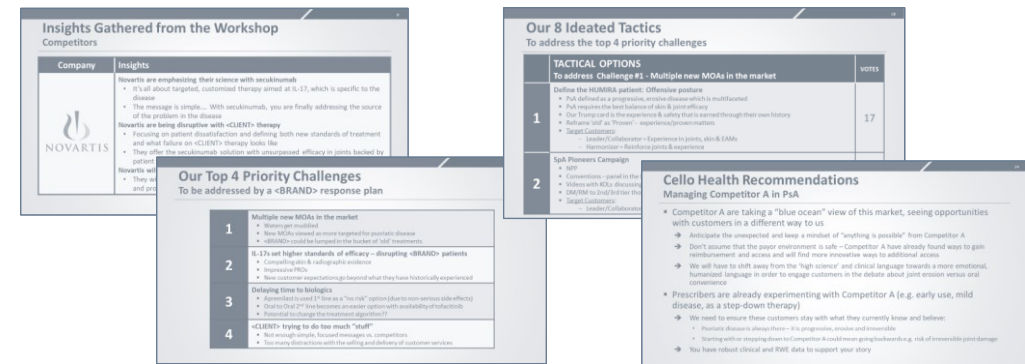
**THE BUSINESS CHALLENGE:** The client was confronted with the introduction of multiple new competitors with new modes of action, creating a highly competitive landscape; especially with new competitor clinical trial data being shown as superior to our client's brand.

### THE APPROACH:

- Over a period of 3 years, we ran multiple projects and competitor simulations that allowed the client to generate deep customer insights and competitive insights into likely acceptance and uptake of new competitors.
- Identified brand strengths and competitor weaknesses allowing our client to mitigate risks and uptake of new treatments whilst simultaneously maintaining market leadership.
- Built a deep, comprehensive internal library of competitor intentions, ambitions and hypothesized tactics.
- Navigated the multiple brand teams to build collaborative and aligned plans to ensure 'one voice' for the brand across all Immunology markets.
- Continuity of strategic partnership between the client and us created an environment of trust where current thinking could be challenged, and execution enhanced.

*"You are our true partner – you ask the hard and uncomfortable questions that we don't want to ask ourselves."*

- Senior Vice President



### THE VALUED OUTCOME:

- Specific tactics were identified across market access, medical affairs and marketing functions that were ultimately executed.
- Identified new structural and organizational change that needed to be implemented to mitigate threats and risks.
- External case study analogues were created to ensure the client could learn from other companies and non-pharma markets.

# Competitive Management Strategy

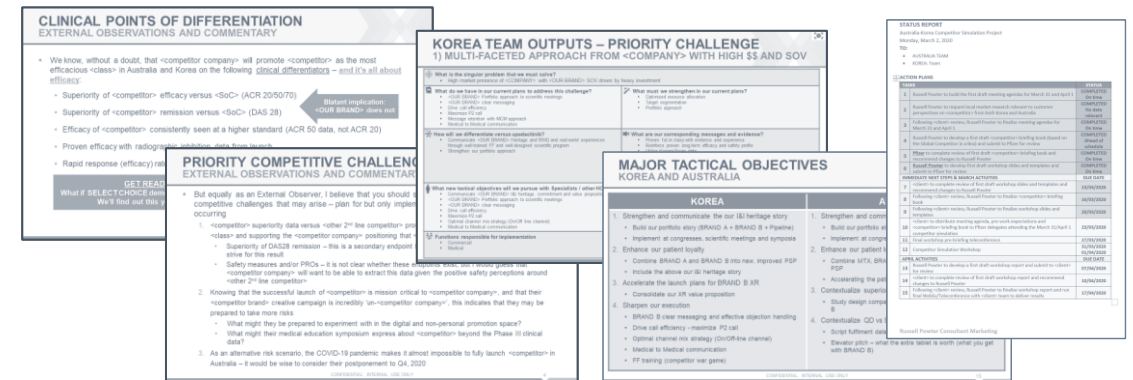
## Maintaining Class Leadership in the Immunology Market

**THE CLIENT:** An Australian and Korean Affiliate of a global pharmaceutical company with a market-leading product facing new in-class competition.

**THE BUSINESS CHALLENGE:** The client had worked hard to establish leadership for this class of therapy in an already competitive market with multiple options but was now confronting a challenge with the launch of a new competitor in the same class from a well-known and well-liked Immunology company.

### THE APPROACH:

- Worked with cross functional brand teams from both Australia and Korea to agree a competitor simulation process that would best identify the priority competitive challenges.
- Built a deep, comprehensive competitor briefing book covering clinical trial outputs, corporate ambition and learning from other countries where the competitor had launched.
- Due to the COVID-19 pandemic, we rapidly switched this process from face-to-face meetings to a highly interactive simulation via a videoconference platform.
- Focused the final report on how to win for the client's brand with the agreed outputs from the process plus additional recommendations and insights.



### THE VALUED OUTCOME:

- Identified the Top 3 priority competitive challenges for both Korea and Australia.
- Clarified the core essence of each challenge and what was currently within plans to address these challenges.
- Began the process of developing robust new tactical objectives to mitigate competitive challenges and capitalize on opportunities.
- Achieved alignment and agreement across functions on roles and responsibilities for implementation.

*"This was a real success thanks to your leadership and facilitation. Thank you for running it so seamlessly in a unique way."*

- Marketing Leader Immunology