



Biopharma Survival Amidst Uncertain Times

Expert Perspectives on Maintaining Resiliency

Uncertainty Is the One Certainty: Scenario Plan

Market volatility may force leadership teams to question their asset strategy and prompt short-term, reactive thinking that can be dangerous for long-term company health. Incorporating proactive scenario planning into ongoing commercialization efforts can help avoid this risk. From the start, teams need to make tradeoff decisions about how and when to spend their commercialization resources and “manage the burn.” The advice across multiple disciplines in biopharma is to build the plan but stage-gate the implementation.

Key Takeaways to Remain Nimble, Effective, and Resilient in Turbulent Circumstances

- **Commercialization Mindset and Early Planning**
 - **Early collaboration** and maintaining a cross-functional perspective is vital. The entire organization—starting with the C-suite—needs to be aligned on building a commercialization mindset focused on navigating the path to the patient.
 - **Build the plan early**—to prioritize essential early commercialization activities with a focus on differentiation.
 - **Maintain focus** but also be flexible enough to adjust the plan as needed. Uncertainty requires agility to adjust the plan to evolving market, financial, and regulatory conditions.
 - **Stage-gate investments** in implementation, but ensure the critical path is protected.
 - **Critical elements** of the early commercialization plan:
 - Market assessment and competitive positioning
 - Patient journey and buying process
 - Diverse stakeholder understanding
 - Value proposition that is defensible to HCPs/payers/patients
 - Data generation and dissemination
- **Effective Communication and Education on the Asset Value Proposition**
 - Need a clear and crisp **differentiated value proposition** (beyond just clinical) for HCPs, payers, and stakeholders to be communicated to the C-suite, board of directors, investors, and prospective partners.
 - Need **continuous education** and **frequent communication of the “story”** to C-suite to support timely decision-making. Questions to ask: What is the vision and opportunity for the asset? How will it be differentiated? What will it take to commercialize the asset?

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Bring Your Asset to Life

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- **Talent and Human Capital Strategy Is Essential**
 - In early-stage companies, it is important to **hire people** who are experienced and flexible enough to **wear many hats**.
 - It is **critical to assess the appropriate profile**, timing of headcount additions, and the optimal balance of internal hires vs. outsourced capabilities—especially if looking to stage-gate or safeguard the plan.
 - Be aware that **big pharma experience** in commercialization and launch planning **does not necessarily translate** to success in early-stage biopharma. The scale at all levels is different.
 - Choose consultants and **partners who share the same understanding** of the uncertainty and pressures, as well as the same values and need for innovation under constrained budgets and limited capability scenarios.
- **Choose Innovation—including Technology**
 - Embrace **innovation and new creative models** in commercialization, similar to the focus on innovation in the science and clinical development arena. Old models cannot be expected to work in this new reality.
 - **Seek technology solutions to innovate and efficiently** manage the flux, reduce the churn, and move nimbly.
- **Avoid Waste of Time and Resources**
 - **Get clarity on roles**, responsibilities, and deliverables—including interdependent activities across workstreams and functions.
 - **Technology can facilitate efficiency** and enable:
 - Maintaining a single source of truth
 - Alignment of assumptions across functions and silos
 - Efficiency of communication
 - Real-time viewing of the status and progress of all workstreams and activities
 - Avoiding duplication of work already completed
 - Coordination to ensure that work is accomplished during the expected timeframe, avoiding unnecessary repetition and wasted resources
 - Maintaining historical documentation—including all documents, decisions made, and work accomplished to protect against wasted time and resources in case of personnel turnover

For questions regarding this information or how **Corval** can help early- to mid-stage biopharma companies make smarter, more agile decisions during these challenging times, [reach out](#) to schedule a conversation with our commercialization expert.