



Effective value communication is crucial for Market Access Excellence

Insight 4 of 6 – Fourth Success Requirement

CapSys Group's latest global research, *Re-thinking Market Access*, identified six success requirements to enable Market Access to strategically withstand market pressures and achieve Market Access Excellence. For the fourth success requirement, Market Access leaders and experts at CapSys found that leading experts from pharmaceutical and life sciences organizations measured successful market access in terms of both the delivery of relevant and timely evidence demonstrating an asset's clinical and commercial value, and the effective communication of that value. Value demonstration and communication are key challenges for organizations, and if executed poorly can lead to unfavorable market access and commercialization outcomes.

As novel, innovative, and more expensive therapies continue to come to market, market access has become increasingly challenging. Organizations are facing greater pressures to rigorously demonstrate and communicate the value of their products to enable market entry and sustain

product positioning. To achieve Market Access Excellence requires not only understanding stakeholders' needs and definitions of value, but also collaborating effectively across functions to create and communicate a value story that has the potential to shape payers' perception of value.

Collaboration is imperative in understanding and communicating value effectively



Market Access leaders and experts at CapSys recognized several frequent shortcomings in value demonstration and communication that impact the effectiveness of Market Access efforts. Based on the observed shortcomings, CapSys

identified key levers of success within the Market Access Excellence Framework that Market Access leaders employ for effective value demonstration and communication.

1. Differing value definitions across stakeholders and market are poorly addressed

The market access landscape can differ significantly across different markets, and so can the value perceptions and requirements of the relevant stakeholders in each market or geography. Thus, the perceived value of a product differs by both type of stakeholder and target market.

Despite this fact being well known, we can regularly observe that value communication approaches in terms of content and process are not aligned to this reality. At the root of this are often insufficiently granular insights into local market realities (see *Insight 1 - Understand the market access landscape*), or failure to sufficiently consider these insights when developing overarching global or regional strategies. This results in sub-optimal

investments in evidence generation (see *Insight 2 - Evidence generation*) that do not address local requirements. For example, health technology assessment (HTA) bodies vary and evolve in their preferred assessment methods, and these variations lead to complexities and discrepancies in evidence and value communication requirements across stakeholders in any given market.

Companies need to do their homework on gaining insights into the local market access landscape and effectively translate them into integrated evidence generation plans (IEGP). Otherwise, effective value communication will not be achievable even with the best communication methods. Which brings us to the next shortcoming we observe.

“What does the clinical benefit mean? What are the economic benefits for the healthcare system? What are the relevant payer and patient endpoints (e.g., mortality, morbidity, and quality of life)?”

Senior Director & Global Head of Pricing and Market Access, EU Large Pharma



Invest in understanding and addressing the value requirements of payers and other stakeholders across multiple markets with effective value communication strategies



2. There is insufficient cross-functional alignment on what value to communicate and how

The CapSys study revealed, that in addition to the external complexities, often there are also internal challenges driven by the lack of an aligned definition of value across the company for any given product; in particular, R&D, Medical and Market Access departments may differ in their concept of value and when and how to communicate the value to stakeholders. These complexities make it absolutely

necessary for life science companies to develop a holistic brand strategy based on strong market insights, where Market Access, Medical Affairs, R&D and Commercial teams are aligned on what the value anchors are and how to communicate them to their respective stakeholder audiences.

Value communication should bridge and connect all elements of clinical, real-world evidence (RWE), health

economics and outcomes research (HEOR) evidence and disease understanding, to develop and deliver a powerful value story and strong health technology assessment (HTA) dossiers that succeed in proving the new product's additional benefits and demonstrating its differentiation relative to other treatments. Failing

to do so makes it more likely that payers will apply their strategy of commoditizing products as much as possible, to make price the main (or only) differentiator (e.g. by questioning the benefits and challenging the underlying evidence).

“ For effective value communication, you need a strong health economics department in strong collaboration with medical and R&D. This is a big problem in companies because sometimes the departments don't talk to each other. ”

Global Access Strategy Lead, EU Large Pharma



Develop holistic brand strategies based on strong market insights, where Market Access and Medical Affairs teams align on the value anchors and how to communicate them to their respective stakeholder audiences.

3. Coordination of value communication to shape payers' value perceptions is poor

Value communication strategies inform and define the value of products, taking into consideration the relevant stakeholder audiences, target markets, and patient populations. CapSys' research observed that scientific and economic value communication to payers suffers from certain inefficiencies. Interviewed experts agreed that, at present, Market Access teams are good at communicating directly to the payers who are their main stakeholder audience. However, the Market Access teams do not sufficiently consider the growing and diverse their perspective on unmet need, the benefit of the product and the value of the innovation, thus giving the new product a fair chance of achieving a positive review.

The above-mentioned stakeholders are typically not being addressed by Market Access teams but

by other functions such as Medical Affairs, who usually communicate on scientific topics which are not directly related to market access. This is another reason why Market Access teams and Medical Affairs need to work together, to align on how to get the economic value messages across, not just the scientific information.

Coherent value communication plans should be developed early in the product lifecycle, in alignment with evidence generation and stakeholder engagement plans, and be continuously evaluated to measure their effectiveness. Further, traditional value communication approaches are now limiting. Organizations need to adapt their strategies to adopt more omnichannel approaches to efficiently address broader, more diverse audiences (*see Insight 3 – Effective stakeholder engagement*).

“ We need to be smart about how we justify the value of the product, how we negotiate with the payers and the strategies for pricing that we put in place. There's a new skill set required; you've got to think strategically. ”

Senior Director & Global Head of Pricing and Market Access, EU Large Pharma



Educate payer influencers on both the scientific and economic value of a product, and prepare them for payer interactions. Assess the potential for value communication through omnichannel approaches

Overview of the CapSys Market Access Excellence Framework for effective value demonstration and communication



Figure 1: Overview of the shortcomings in ensuring effective value demonstration and communication and detailed success requirements to overcome them. CapSys Group

The CapSys Market Access Excellence Canvas

CapSys' Market Access Excellence Canvas serves as a (self-)assessment tool and a framework for developing technical and organizational success to achieve Market Access Excellence. The full canvas can be viewed in the final *Re-thinking Market Access* insight article. Below is a section of the

canvas that assesses the level of Market Access Excellence the organization operates on to ensure effective value demonstration and communication (Figure 2). Market Access leaders need to ask themselves the following key questions:



CapSys Market Access Excellence Canvas

Effective Value Demonstration and Communication

- Do you have an effective value communication strategy that can address value requirements across different markets?
- Are you internally aligned on the critical value anchors and how you will communicate them?
- Are you ensuring that payer-influencers are adequately engaged and educated on the product value so that they are ready for payer interactions?
- Do you have the right mindset and digital capabilities to effectively communicate the clinical and commercial value?

Figure 2: A (self-)assessment tool for effective value demonstration and communication. CapSys Market Access Excellence Canvas. CapSys Group

Authors



Patrick E. Koller
Principal

✉ patrick.koller@capsysgroup.com



Kenneth Weissmahr
Partner & Managing Director

✉ kenneth.weissmahr@capsysgroup.com



Taj Chapman
Consultant

✉ taj.chapman@capsysgroup.com

The *Re-thinking Market Access* series of insights

This is the fifth in a series of eight insight articles based on CapSys' global *Re-thinking Market Access* study and focused on Market Access Excellence in pharma and life sciences. The six following insight articles (Insights 1–6) provide key content and food for thought on the six success requirements for Market Access Excellence, including common shortcomings and improvement opportunities. The final article in the series (Summary) provides a framework and (self-assessment tool), the Market Access Excellence Canvas, to assess your organization's maturity level and potential gaps to close on the journey to achieve Market Access Excellence. [Sign up here for upcoming articles in the *Re-thinking Market Access* series.](#)

The *Re-thinking Market Access* study aims to understand the challenges and trends that the Market Access

function is facing today, derive implications and levers of success, both on a strategic and operational level. It provides a systematic approach to assess performance and develop solutions to overcome the challenges. The study was conducted through interviews with industry experts and key opinion leaders in Market Access, from small to large pharmaceutical and life sciences organizations. Contributors had broad therapeutic area expertise, including oncology, orphan diseases, and dermatology.

There is a wealth of additional insights from the conducted expert interviews. If you want an in-depth discussion on the gathered insights or a conversation on the implications for your company, please get in touch with our CapSys experts, Patrick Koller and Kenneth Weissmahr.

About CapSys

CapSys provides top-tier management consulting support on strategy and execution topics. We are sector experts in Life Sciences and have a unique business model that provides flexibility and reduces risk for clients while maximizing impact.

At CapSys Group, we support our Life Science clients to overcome their most difficult growth challenges by:

- Strategic advice to unlock growth
- Embedding capabilities to sustain value-adding growth
- Enabling execution and change to activate growth

Related Content

- The *Re-thinking Market Access* series of insights (8 articles). CapSys Group. January, 2023.
- Getting to Patient Centricity. Examining the current state of play and how Pharma and Biotech can successfully navigate the patient-centricity journey. CapSys Group. December, 2017.
- Organic Growth Playbook Keynote. CapSys Group. February, 2020.
- Profitable Growth in Recessionary Times. CapSys Group. April, 2020.