



New Product Planning Network Group

NPP Structures and Models for Emerging Biotech versus Large Pharma

14 June 2023

2023 NPP Network Schedule of Forums

Bi-monthly event extended to 90 minutes



**Value and Access
for NPP Professionals**

Feb-28



**Impact of the Inflation
Reduction Act on
Pipeline Development**

Apr-12



**NPP Structures and
Models from
Emerging Biotech to
Large Pharma**

Jun-14



**Digital Innovation (AI)
and Advanced
Analytics for NPP
Professionals**

Aug-09



**How to Grow Patients
Centricity in Pipeline
Decisions?**

Oct-04



**Planning Drug-Device
Value Creation**

Dec-08



Events led by the NPP Network Steering Committee Members

Mike Conlon



Valay Desai



Kuyler Doyle



Cathy Garabedian



Joe Melvin



Anne Ollivier



Morris Paterson



Victoria Revilla
Sanchez



Cory Bartlett



Tony Russell



Recent Pilots: in-person NPP Social Events

Where: Bafitol - Boston

291 3rd St

Cambridge, MA

When: Wednesday April 26 @ 5 pm

RSVP: Michaeljconlon@yahoo.com



Where: Proxi - ASCO

565 W Randolph St

Chicago IL

When: Friday June 2nd @ 5 pm

RSVP: anneollivier109@gmail.com



NEXT: in person New Product Planning Summit by Fierce Pharma in Boston Sep/Oct 2023?



Recent Pilots: monthly Newsletter

Current Events

Impact on Pipeline Development of the Inflation Reduction Act

On April 12, over 80 people attended our latest forum where our panelists, **Sara Nazha** from Pfizer and **Pedro Salomao** and **John Warren** from Definitive Health Partners did an amazing job at articulating and clarifying the complex guidance recently issued by CMS as well as driving a rich discussion with our NPP community. Key summary points and some of the Q&A is captured on slide 23 – 26 and more resources can be found on slide 27.

In the meantime, we are eager to understand what you took away from these well-spent 90-minutes forum and we hope you will be willing to anonymously share your thoughts through this 3-questions survey.

https://www.surveymonkey.com/r/NPP_Forum_Apr-23_IRA

NPP Network Gathering

Where: Bafitol

Location: 291 3rd St, Cambridge Ma

When: Wednesday April 26 @ 5 pm

RSVP: michaeljconlon@yahoo.com



Assessment by this community of the relevance of such newsletter in Q4

Upcoming Event

NPP structures and models in emerging biotechs and large pharma

The next NPP forum is scheduled for June 14. We will be sending out invites to this event in the month prior to the event. Please find a calendar invite attached.

NPP Job Openings

Below are the NPP job openings that we are aware of. We have also included roles that could fall under the NPP umbrella like commercial analytics, program strategy lead and early commercial assessment. Please reach out to us if you know of any other roles that we can post for this monthly newsletter.

- **Associate Director/Director, New Product Planning** – Kymera Therapeutics (Boston)
https://www.kymeratx.com/careers-page/?qh_jid=5561550003
- **Director, New Product Planning** – Bluerock Therapeutics (Boston)
<https://ats.comparably.com/api/v1/lvr/bluerocktx/80c0515a-da35-45aa-9355-3921607a7e15>
- **Senior Director/VP, Global Commercial Strategy** – Invivyd (Boston)
<https://boards.greenhouse.io/invivyd/jobs/4051748006>
- **Senior Director, Portfolio Expansion and Disease Area Strategy** – Takeda (Boston)
<https://jobs.takeda.com/job/boston/senior-director-portfolio-expansion-and-disease-area-strategy/21699/47333245632>
- **Associate Director, Global New Product Planning – Neuroscience** – Takeda (Boston)
<https://jobs.takeda.com/job/boston/associate-director-global-new-product-planning-neuroscience/21699/46105745376>

Resources

- New Product Planning Playbook: <https://www.biopharma-newproductplanning.com/npp-playbook>
- Links to past forums: <https://www.biopharma-newproductplanning.com/forums2>
- Become a member of our LinkedIn group: <https://www.linkedin.com/groups/12465715/>



Reminder: NPP Network Purpose

Vision *To be the preeminent global thought leader for New Product Planning*

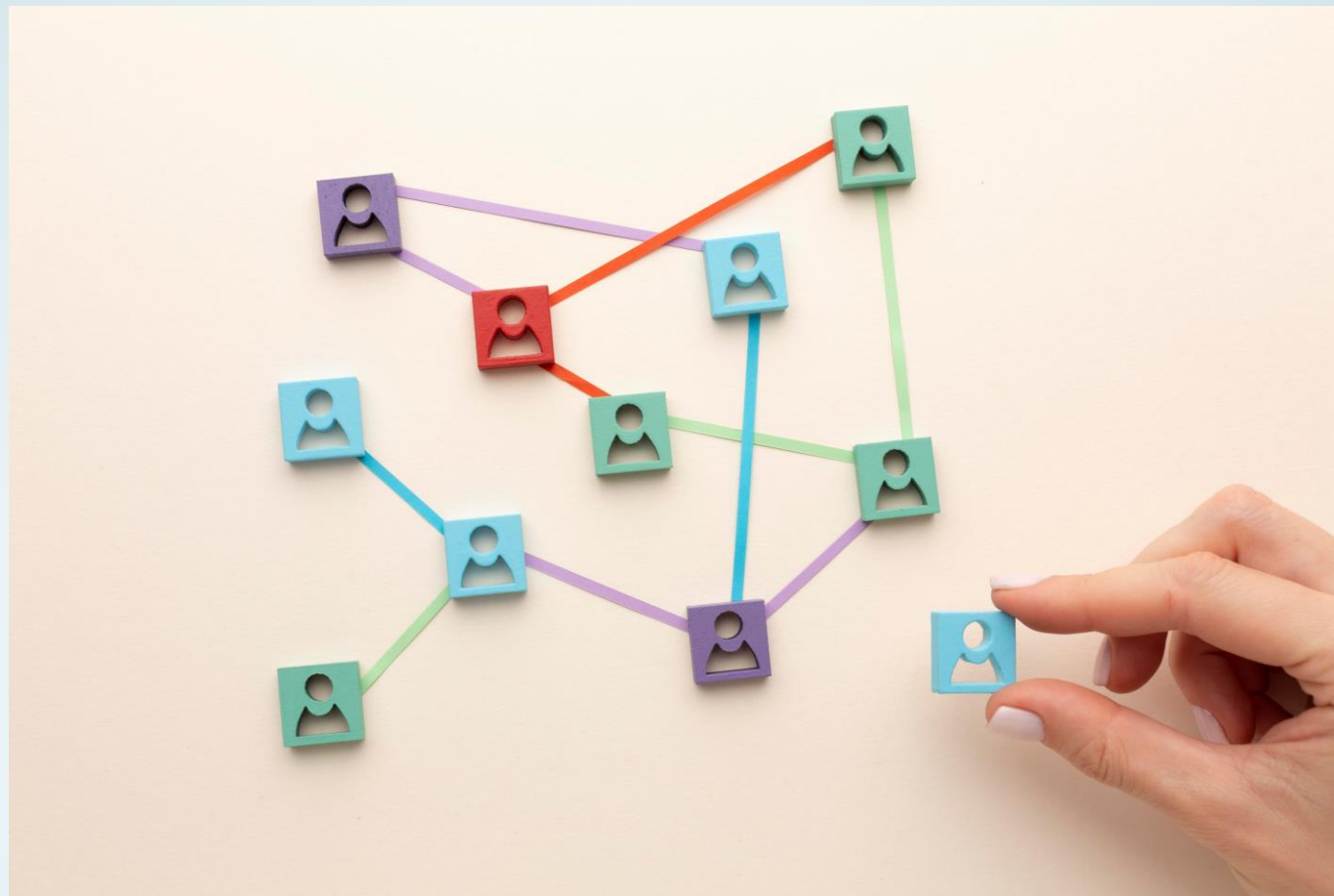
Mission:

- To promote the awareness and impact of early commercial planning on our industry
- To create an open community of NPP professionals which enables networking, shared learnings and deep connections
- To build and elevate our skillset in an ever-changing biopharma industry
- To positively impact patient's lives through insights and guidance to the clinical strategy process



Reminder: our Operating Model

- ▶ Pure volunteering by our Steering Committee (10 pax) + speakers
- ▶ Organic growth only
 - ▶ +70 members since Dec-22
 - ▶ Words of mouth only
- ▶ Some limitations of a non-professional organization
 - ▶ No funding and no resource beyond SC commitments
 - ▶ Sub-optimal website today
- ▶ We would highly benefit from the support of a few more hands
 - ▶ Top priorities: website re-design,
 - ▶ Other needs: project management skills



NPP Structures and Models from Emerging Biotech to Large Pharma

Cathy Garabedian, PhD - Senior Director, New Product Planning at Keros Therapeutics

Cory Bartlett, Senior Director, Worldwide Commercial Portfolio Planning, Mirati Therapeutics

Access resources at biopharma-newproductplanning.com

Key Questions

What are some of the key responsibilities of the NPP function?

- Examples: Indication selection, optimization of development candidates/TPPs, BD support, market development/ launch planning
- Reporting structure and team size (e.g., heads per TA or program)
- Key stakeholders (internal or external)

How do NPP responsibilities vary across different kinds of companies?

- 'Day in the life in the NPP function'
- Small, medium, and large companies?
- Pre-clinical, clinical and commercial-stage companies?

How can we build or optimize an NPP team that is fit for purpose?

- What skills should I look for in hiring my NPP team?
- How can we evolve and grow an NPP team in a changing company?

Today's Panel



Kathleen Davenport
Surface Oncology



Marnie Hoolahan
The NemetzGroup



David Luckenbach
Sanofi

NPP Structures and Models

Poll Question One

What is your current role at your organization?

New Product Planning (NPP)- or equivalent- at a biotech/pharma or other healthcare company

Other brand marketing /commercialization role in industry

Internal support for NPP in industry (market research, CI, forecasting, etc.)

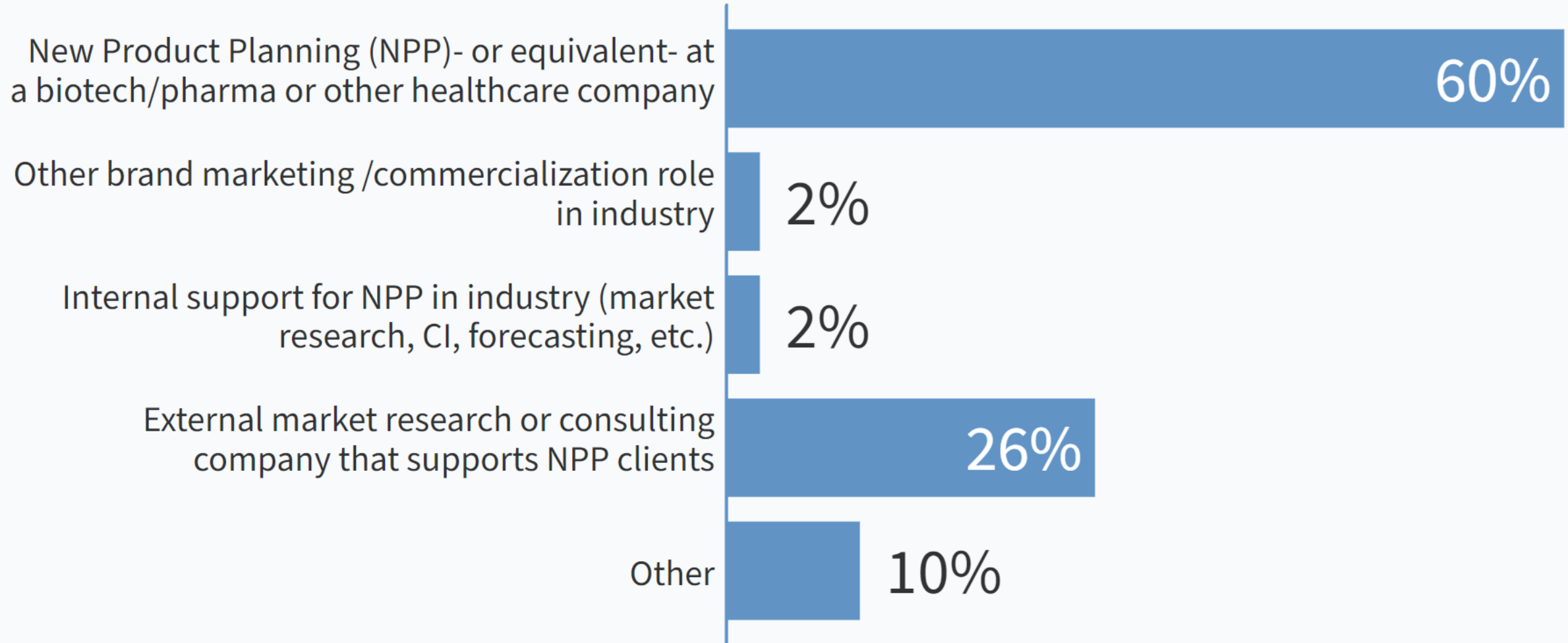
External market research or consulting company that supports NPP clients

Other



Respond at:
PollEv.com/catherineg213

What is your current role at your organization?



Poll Question Two

For those who work in an NPP role, how many employees are on the NPP team at your company?

Just one

2-5

6-10

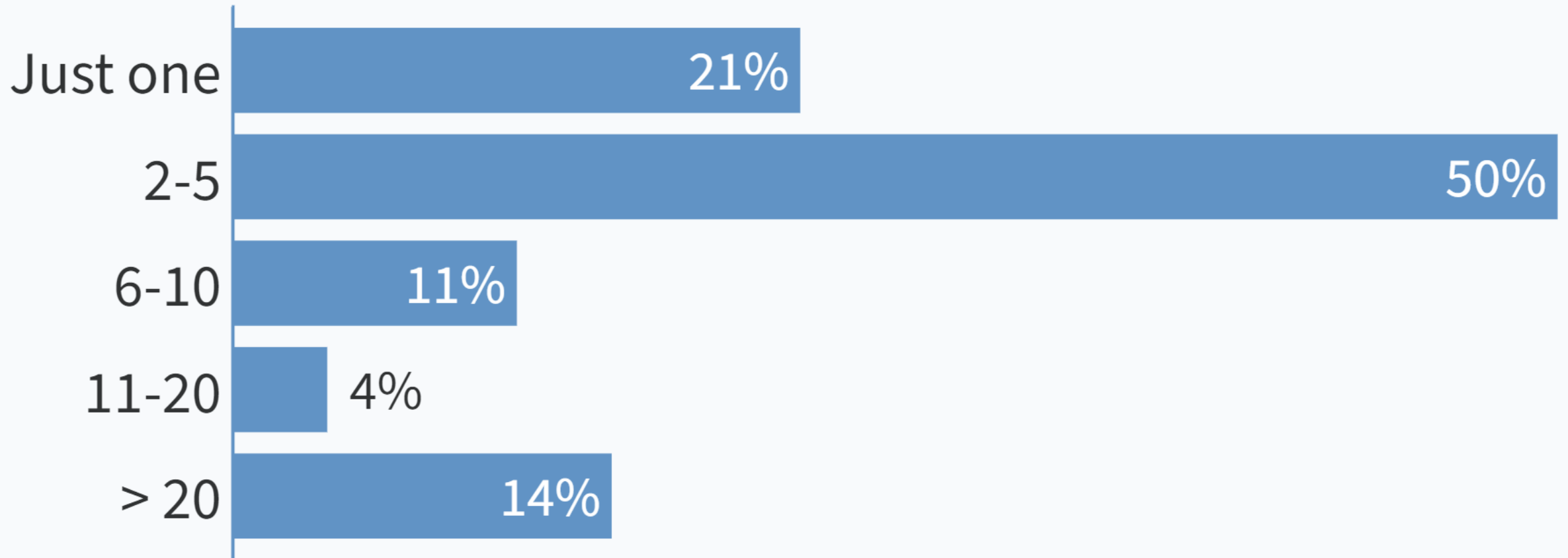
11-20

> 20



Respond at:
PollEv.com/catherineg213

For those who work in an NPP role, how many employees are on the NPP team at your company?



Poll Question Three

What is the reporting line for the NPP function at your company?

COO

CBO

CCO

CMO

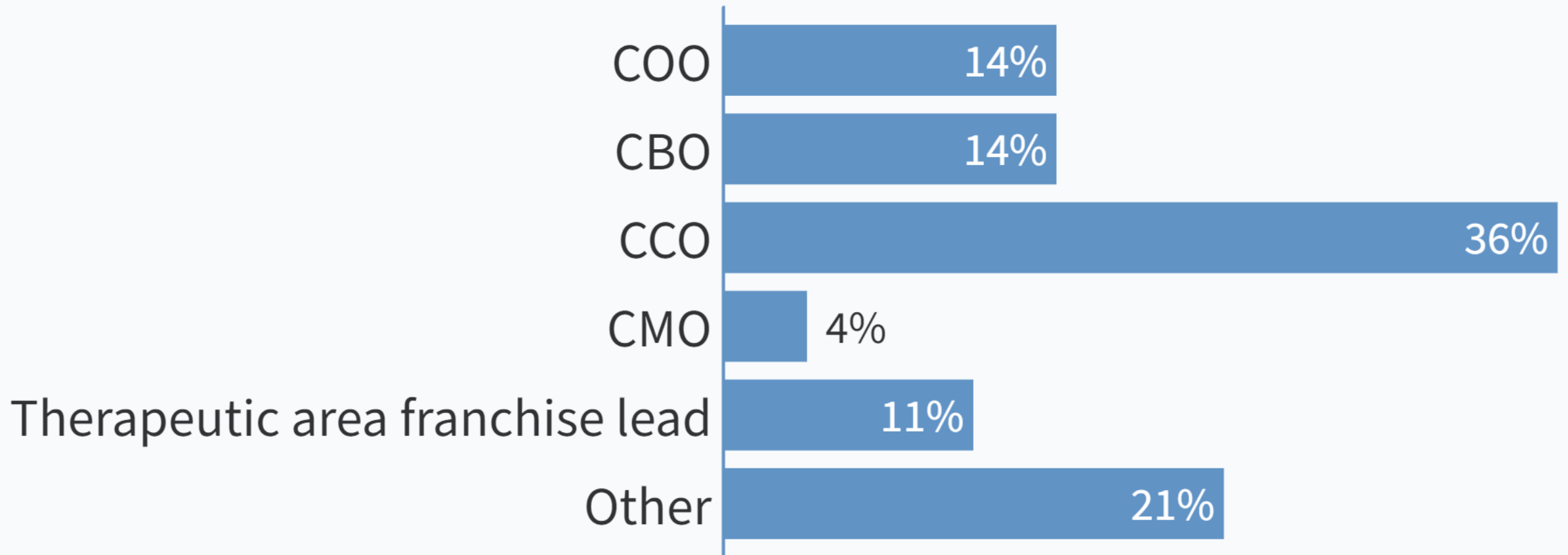
Therapeutic area franchise lead

Other



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What is the reporting line for the NPP function at your company?



NPP Team Structures and Role

Small Company, Pre-Commercial

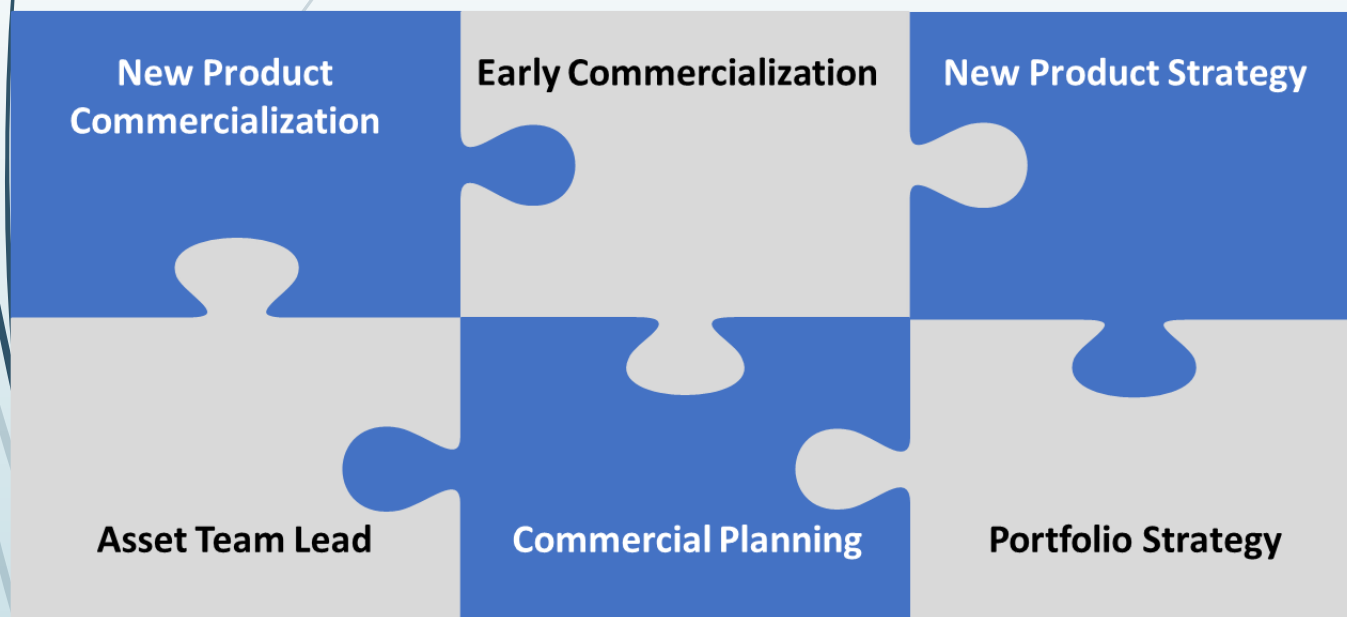
- NPP team is typically 1-2 people
- May report to CBO, COO, or even CMO; CCO or franchise head us generally not yet on board
- Must define and communicate the role of the NPP function 'from scratch'
- NPP lead must wear many hats and does not have supporting functions to help with project implementation (market research, forecasting, etc.)
- With generally smaller budgets, and NPP lead must often conduct projects in house (e.g., forecasting, KOL interviews) and recommend decisions with less robust or detailed analysis and certainty; Exercise 80/ 20 rule

Large Company, Commercial Stage

- Teams may be much larger, benchmark of ~2-5 people *per therapeutic area*
- May report to franchise lead or CCO; sometimes COO, corporate strategy, or global marketing
- More defined roles, but still some flexibility in how to build a team or implement the role
- As in small companies, NPP leads must have broad skill sets to bring cross-functional analysis together to answer key business questions
- However, at large companies there are more specialized experts to support NPP (e.g., market research, market access, etc.)
- Larger budgets than small companies, but budgets are still scrutinized!

Defining 'New Product Planning'

New Product Planning



Panel Feedback

Titles and job descriptions vary across companies; The 'NPP' role may fall under a number of descriptions. However, key characteristics include:

- May be considered first 'commercial' hire
- In reality, one of the first '*strategic*' hires at the company
- Must bring the perspective of the physician, patient, and payer to product development
- Must lead or play a key role in development of TPPs
- Job description and role as well as prioritization of the NPP role reflects the focus and experience of the executive team

Key Decisions and Activities in NPP



NPP Responsibilities by Company Size

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Commonalities in the NPP Function Across Companies

Regardless of company size or stage, there are many common responsibilities:

- Brings the commercial and customer perspective to development/ program teams
- Monitors competitive landscape and incorporates into strategic recommendations
- Lead or key influencer on Target Product Profiles for development stage assets
- At some companies, leads or informs selection/ prioritization of new indications or therapeutic areas
- At many companies, plays a key role in assessing BD deals; In- or out-licensing or acquisitions
- At many companies, involved in developing messaging to investors, potential partners, or KOLs

Small Company Considerations

- With more limited function, focus is often on near term milestones; providing insights or data to drive additional investment or formation of partnerships
- With limited resources, day-to-day focus may hinge on immediate needs (e.g., conferences, budget season, etc)
- Focus is often on key markets (US) with more limited considering of ROW

Large Company, Commercial Stage

- Compared to small companies, more focus on long-term investment and potential for an asset, in terms of revenue potential, lifecycle planning, and geographic expansion to EU and ROW
- More ability to plan ahead and delegate responsibilities across a larger team
- May lean on internal experts and/ or ex-US affiliates for expertise
- Often more time and focus on evaluation of in-licensing or acquisition targets

Poll Question Four

For those who work in an NPP role, what are THREE major contributions you make to your company or team?



Respond at:
PollEv.com/catherineg213

**For those who work in an NPP role, what are THREE major contributions you make to your company or team?
(single word or words connected by a dash)**



Poll Question Five

What are the most important skills, competencies, or traits needed to be strong New Product Planner?



Respond at:
PollEv.com/catherineg213

What are the most important skills, competencies or traits required to be a strong New Product Planner?



Success Factors for an NPP Lead and Team

23

Key Takeaways to be Successful in NPP

- **Advocate for the role of NPP;** At small companies, in particular, the NPP role is not well understood and it's important to educate the company about the value you bring and the need to consider a commercial perspective early; Consider how to introduce value to the team throughout the development process to showcase the value of your function
- **Prioritize Collaboration with Key Stakeholders:** Build strong partnerships with key stakeholders such as Clinical, Regulatory, R&D, etc. through 1-on-1 meetings, education about your role, active listening, collaborative thinking, and trust building
- **Recognize Core NPP Skills:** NPP leads who are analytical in nature and have had broad industry exposure across early development through product launch and lifecycle make good product planners! Some key attributes in a strong NPPER are strategic and aspirational thinking, curiosity, strong collaboration and communication skills, and a generally high EQ
- **Build a Team that is 'Fit for Purpose':** The role of an NPP function is dynamic and heterogenous depending on the company focus, stage, size, etc.. Identify specific skills and experience that are needed for your team or company vs. a generic resume; Consider gaps in your current team's skill set and hire to broaden your team's experience as needed

Live Chat – Q&A

- ▶ **Do large companies have both NPP and Global Marketing?** Yes, Global Marketing focuses on maximizing value for existing products while NPP focuses on future products. Noting they have different reporting structures.
- ▶ **Does NPP support lifecycle management for in-market products?** Mixed feedback, sometimes resides within marketing and others within NPP.
- ▶ **Do support functions (e.g., PMR, analytics, forecasting and competitive intelligence) reside within NPP?** In most companies no, they are separate groups, but NPP has strong influence over scope of these projects.
- ▶ **Are there other NPP networking groups we can explore?** Yes, [Fierce Biotech](#) has an annual NPP seminar in October.
- ▶ **How does NPP balance resourcing competitive intelligence internally vs. using outside vendors?** Internal focused on simple inquiries via subscribed databases, while inquiries like continuous monitoring and primary research would go to outside vendors.