



# New Product Planning Network

**Strategy: A Key Differentiator for  
NPP**

April 2024

# Today's Panellists



**Mike Conlon**

Stillpine Consulting

With over 25 years of experience including R&D, Corporate Strategy, BD and New Product Planning, Mike currently runs StillPine Consulting which works with early stage biotech companies on classic NPP projects



**Chad Faulkner**

Trinity Partners

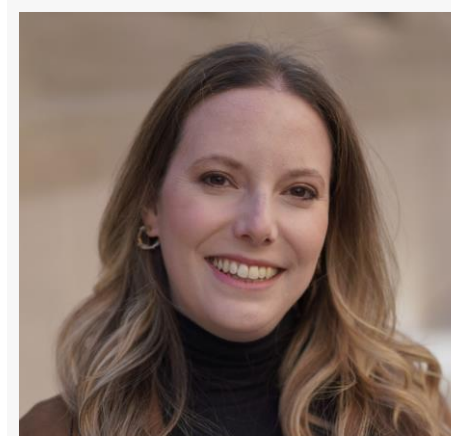
15 years in life sciences consulting, working with New Products Planning, Corporate Strategy, and Corporate Development teams across biopharma space; focus on early asset and portfolio strategy, BD&L



**Alex Brown**

COO - Convergent

Over 25 years in life sciences industry experience including R&D, NPP and Marketing at a number of biopharma companies. Most recently he was the Global head of NPP Oncology at Sanofi.



**Cathy Symonds**

Arbor Biotechnologies

Currently, Cathy serves as the Senior Director of NPP at Arbor Biotechnologies. She has a PhD and over 10 years of industry experience including R&D, Corporate Strategy, Medical Affairs and Marketing.

# Feb NPP forum: Strategy in NPP



## Goal of Forum

Provide a deeper understanding to the role of strategy in all aspects of NPP professionals' work



## Agenda

- Strategy Background
- Deep dive into each strategic parallel:
  - Corporate strategy: What are we going to be in 5 years and how do we get there.
  - TA Strategy: What are we doing is a particular TA?
  - Disease/Indication Strategy: Which patient group are we going to focus on?
  - Program Strategy: What is the product label and how will we get there?
- What is NPP professional's role in developing/maintaining strategy
- Key skills needed in this role → NPP as a strategic champion

# Strategy: The Most Overused/Misunderstood Word in Biopharma?



- There are 1,000s of books on strategy and all have a slightly different definition of what strategy is:
  - **Michael Porter:** The creation of a unique and valuable position within your competitive environment
  - **Mintzberg:** A pattern in a stream of decisions
  - **Kvint:** A system of finding, formulating, and developing a doctrine that will ensure long-term success if followed faithfully
  - **Henrik von Scheel:** The essence of strategy is the activities to deliver a unique mix of value
  - **Johnson and Scholes:** The direction and scope of an organization over the long-term



- How should we think about strategy in terms of the biopharma industry?
  - Strategy is a clear and aligned message about where you are headed over the long term and should be built on your company's/organization/program's competitive advantage
  - *"where can we win and why"*



- One of the most important part of strategy is **being clear of what you are not doing**



- Strategy is not something that just happens at the top
  - Strategy is not just about where the company is going; it is about where your TA is headed, what your program's label will look like etc.

# Survey Question: How Would You Define Strategy?

“

- *“Selecting the best path to move from point A to point B”*
- *“Strategy describes the aim of an organization and key actions needed to achieve that*
- *“Having a clear objective”*
- *“Thoughtfulness and intention of translating vision of what you want to achieve into action, taking into holistic considerations”*
- *“Strategy is a roadmap that sets your long-term goals and outlines how you'll achieve them and has a framework for guiding choices that will need to be made along the way”*
- *“Defining actions today for eventual success”*
- *“The roadmap laid out to achieve our corporate priorities”*
- *“Strategy is about making choices on where you'd like to play and where you're going to walk away from”*

”

# Strategy vs. Vision vs. Mission



## Vision

**Why** you exist. Should be aspirational and simple

Example: *To transform patient's lives through great science*

## Mission

**What** are you doing to achieve your vision

Example: *Our mission is to create best in class disease modifying therapies for high unmet need neurological indications*

## Strategy

**How** are you going to achieve your vision and mission. Clear and measurable with a long-term focus

## Action Plan/Goals

**What and When:** Short term focused plan with measurable goals to ensure you are on track to achieve your strategy and long term vision

# Clear and Measurable Strategies are Key to Alignment Across the Organization



## What encompasses a good strategy statement

- **Objective:** clear and measurable
- **Long term focused:** looking out longer than 3 years
- **Scope:** where are we focused on
- **Advantage:** what is our competitive advantage in our market

*To be the market leader in hard to treat neurology indications by launching 3 new highly effective gene therapy drugs by 2030 that will dramatically improve the lives of these patients*



## What is not a strategy

- **Goals:** These stem from the logic of the strategy and guide planned actions
- **A plan:** This details the steps, resources and timelines to achieve goals
- **Vision:** Strategy is built with a vision in mind but a simple statement is not a strategy
- **Gant Chart:** nope still not a strategy; Good for planning purposes though!
- **Tactic:** A tactic is a distinct step as part of a plan that should be built on a strategy
- **Having an asset in a space:** Just because you own something in a disease space does not mean you have a clear strategy

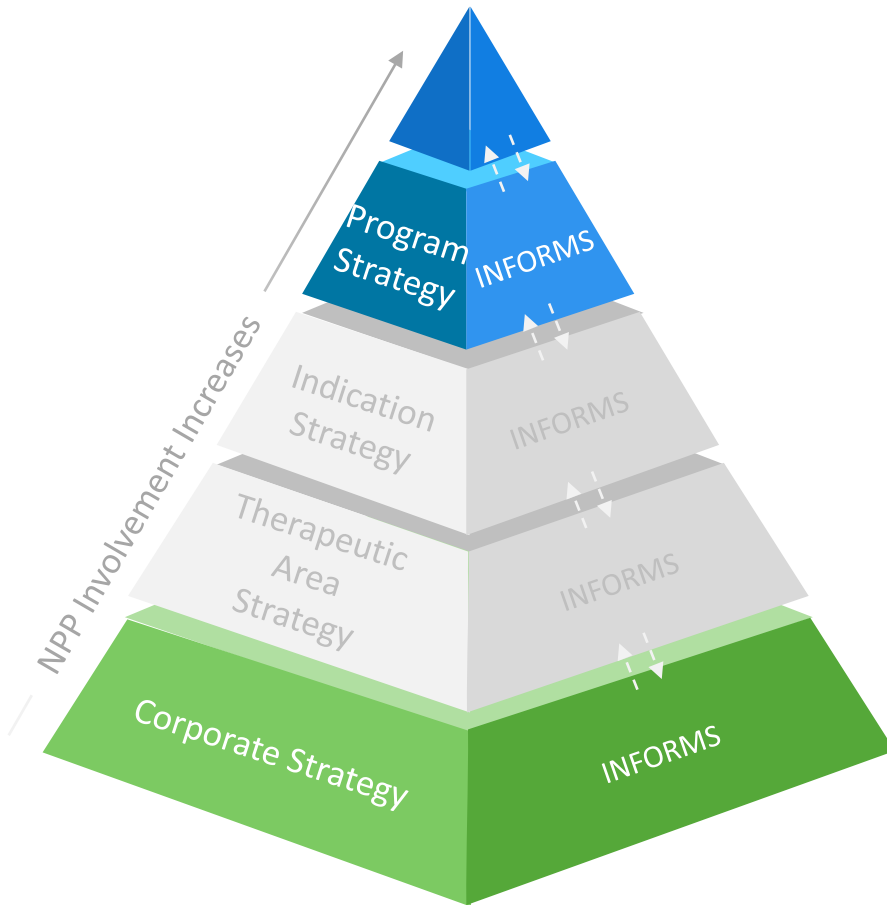
# NPP provides commercial perspectives across asset-specific and portfolio-wide strategic decision-making...



NPP role (and levels of strategy) can differ in smaller organizations, where portfolio might not dictate TA and indication strategies, separate from overall corporate strategy and individual corporate strategy



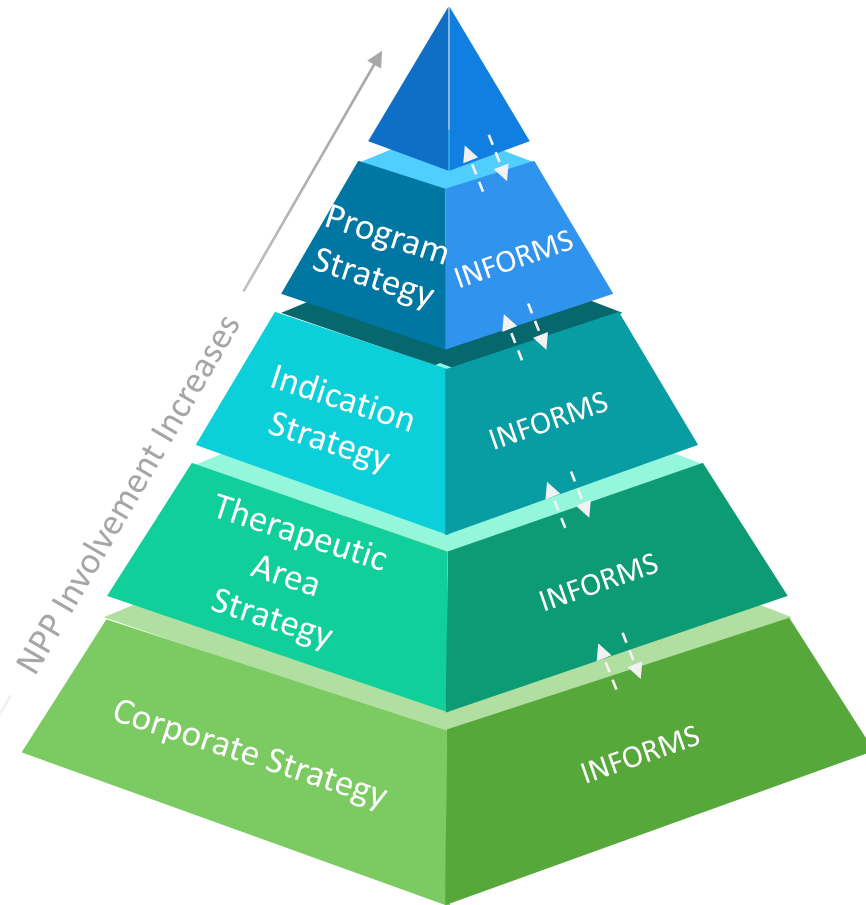
...In smaller organizations, NPP can play expanded roles, given increased focus on smaller pipeline



#### Notable Differences in Smaller Organizations

- **Fewer 'Tiers' of Strategy:** with smaller pipelines, it can be less necessary to have an explicit indication and TA strategy separate from individual asset strategy
- **Expanded Role (e.g., Corporate Strategy):** NPP professionals can also play expanded "Swiss army knife" role, with greater involvement in broader corporate strategy efforts, given these functions may not be fully built out within smaller organizations

# Company strategy can be driven at all levels, based on corporate / portfolio / platform / asset dynamics



**ALEXION**  
AstraZeneca Rare Disease

**Pipeline in a Pill**  
(Soliris)

**SAREPTA**  
THERAPEUTICS

**Own an Indication**  
(Duchenne Muscular Dystrophy)

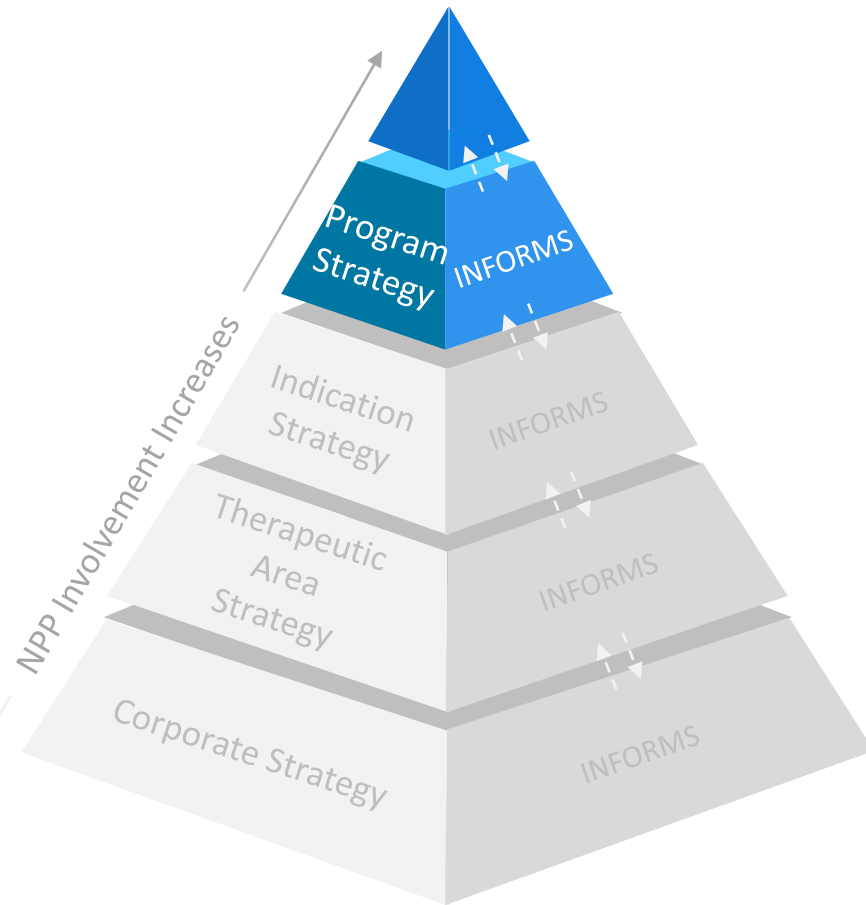
**GALDERMA**

**Therapeutic Area Leadership**  
(Dermatology)

**B:OMARIN**

**Category Leadership**  
(Rare Diseases)

# Alexion (AZ): “Pipeline in a Pill” with Soliris



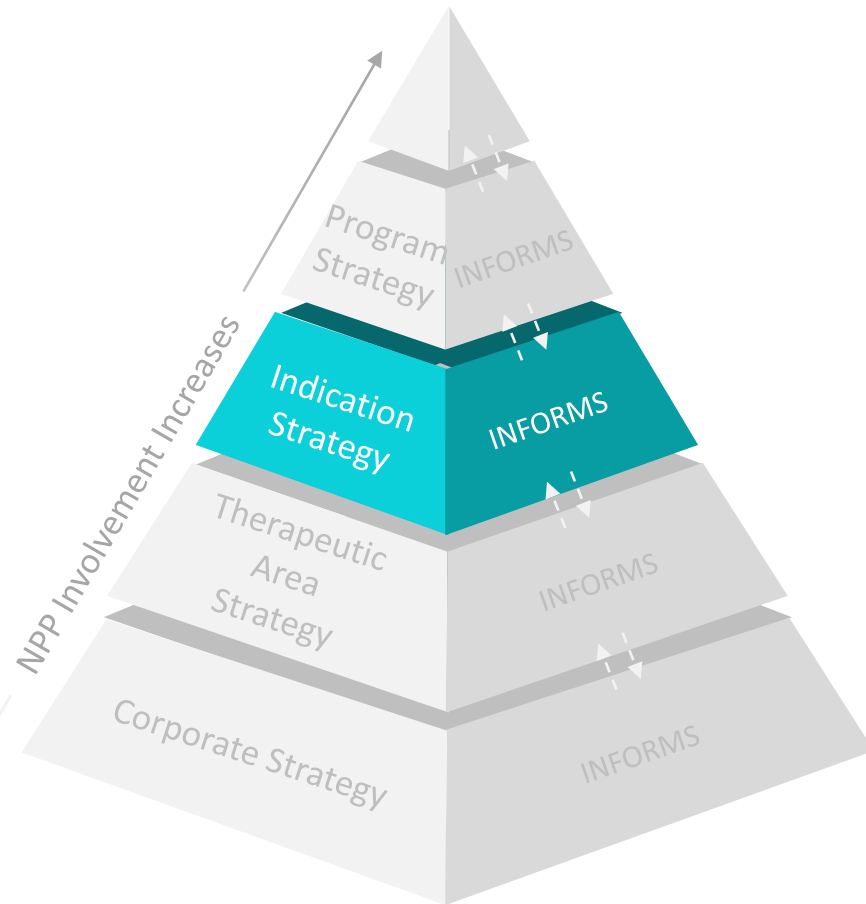
We continue to deepen our understanding of rare disease, which began with our pioneering work in complement biology. This knowledge allows us to innovate and evolve into new areas, where there is great unmet need and opportunity to help patients and families fully live their best lives.

- **Overview:** Maximizing value of asset across indications (e.g., PNH, aHUS) and therapeutic areas (e.g., Hematology, Neurology); developing next-generation molecules to increase longevity (i.e., Soliris > Ultomiris conversion strategy)



- **Key NPP Topics:** Commercial triage and prioritization of LCM indication opportunities, indication sequencing, Early commercial stewardship of new opportunities

# Sarepta: Own an Indication (DMD)



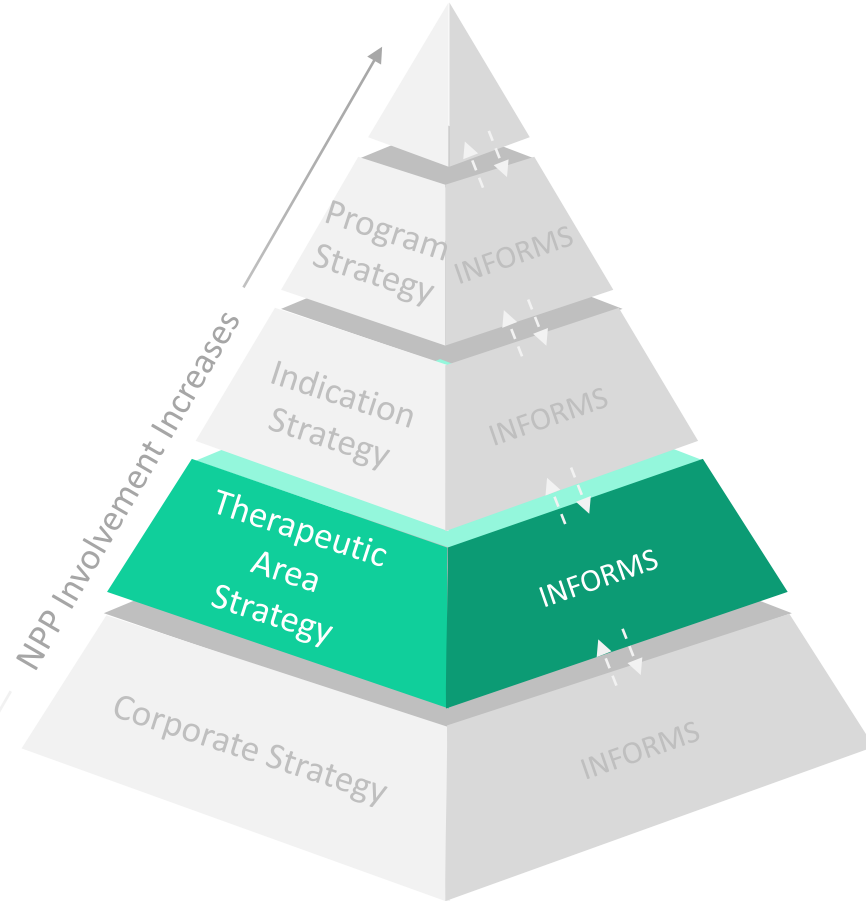
Sarepta is a global biotechnology company on an urgent mission: to engineer precision genetic medicine for rare diseases that devastate lives and cut futures short.

- **Overview:** Multiple assets commercialized for multiple genetic subsegments (51-skipping, 53-skipping, 45-skipping), as well as gene therapy; continued investment in DMD (and other muscular dystrophies) through early and late-stage pipeline



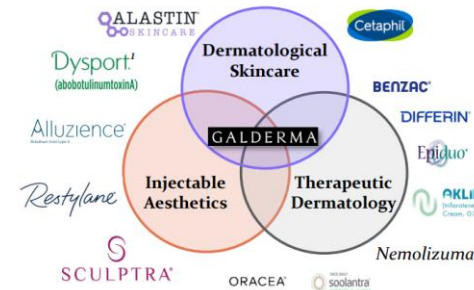
- **Key NPP Topics:** Remaining unmet needs in indication, Evidence requirement for success of novel therapies, CDP to maximize value, Early co-positioning strategies

# Galderma: Therapeutic Area Leadership in Dermatology



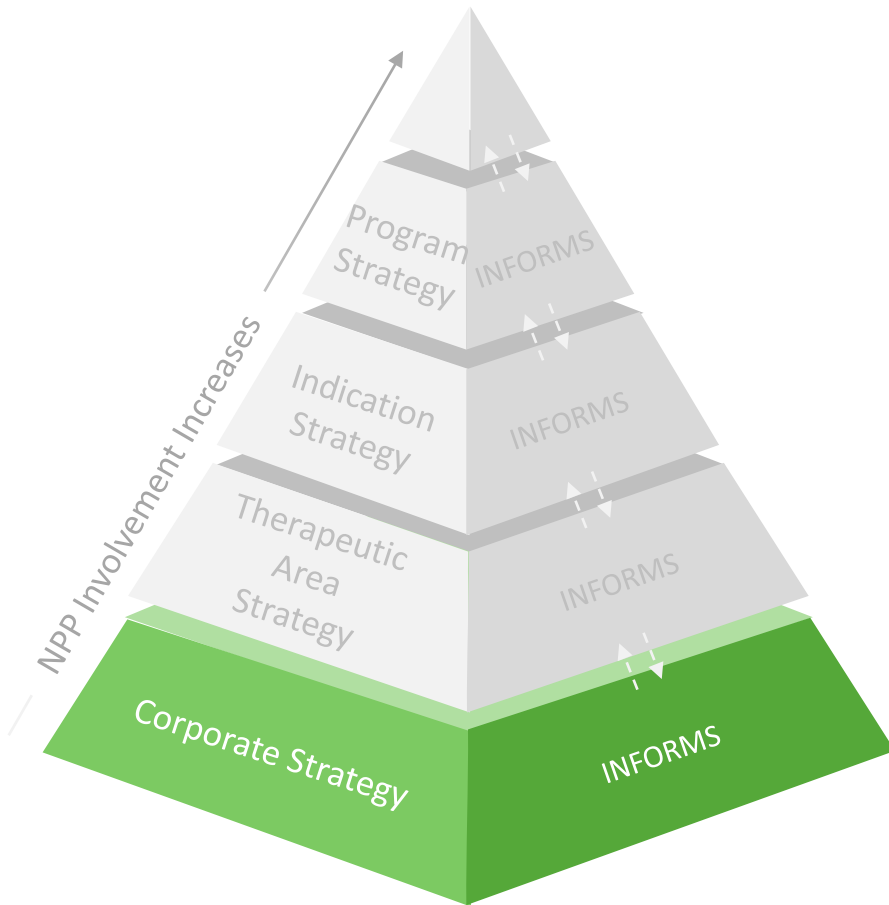
Galderma is the pure-play dermatology category leader, committed to advancing dermatology for every skin story.

- **Overview:** Full spectrum of products and services spanning “Injectable Aesthetics, Dermatological Skincare, and Therapeutic Dermatology”. Different product concepts (e.g., injectables, orals, topicals) to cover variety of patient types



- **Key NPP Topics:** Therapeutic area strategy, Indications for internal / external investment, Winning product concepts in priority areas

# BioMarin: Category Leadership in Rare Diseases



## B:OMARIN®

Since our founding in 1997, we have applied our scientific expertise in understanding the underlying causes of genetic conditions to create transformative medicines, using a number of treatment modalities.

- **Overview:** Leveraging genetic and molecular biology heritage to develop and commercialize therapeutics across a multitude of rare diseases with high unmet need (e.g., cardiovascular, CNS, musculoskeletal, hematology, etc.); range of therapeutic areas, treatment modalities, call points, etc.

**Palynziq**  
(pegvaliase-pqpz) Injection

**ALDURAZYME**  
(LARONIDASE)

**Naglazyme**  
(GALSULFASE)

**ROCTAVIAN**  
(valoctocogene roxaparvovec-rvox)  
Suspension for intravenous infusion

**KUVAN**  
sapropterin dihydrochloride

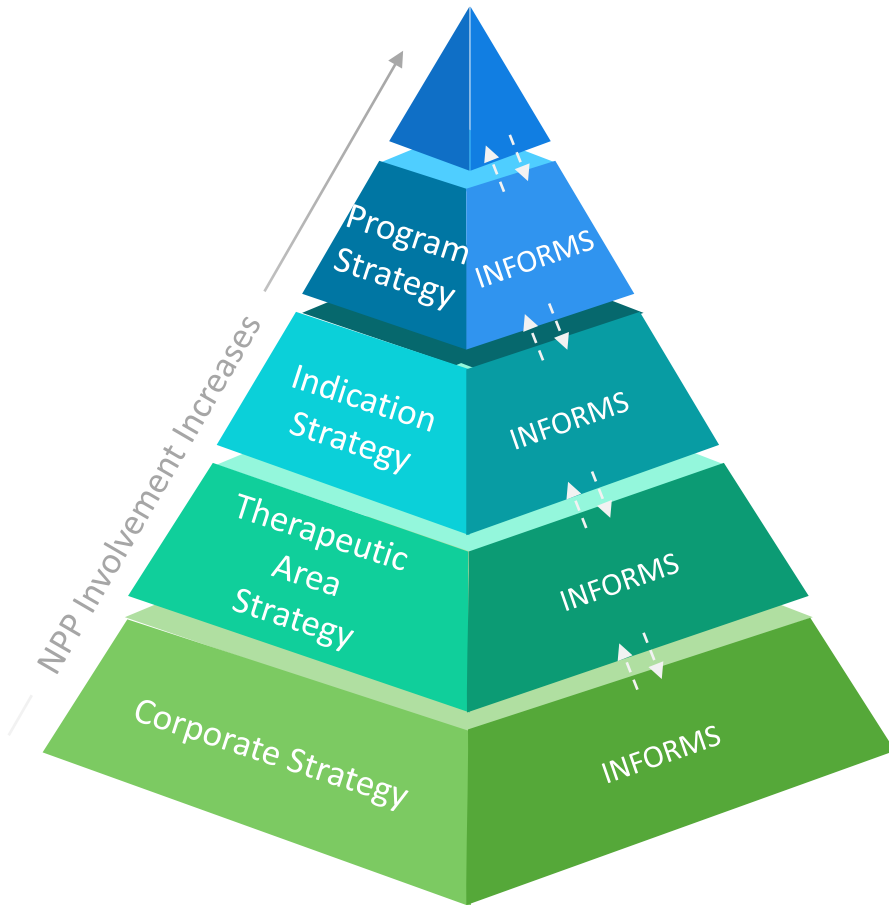
**VOXZOGO**  
(vosoritide) for injection

**Brineura**  
(cerliponase alfa)

**VIMIZIM**  
(elosulfase alfa)

- **Key NPP Topics:** Therapeutic area strategy, Indications for internal / external investment, Winning product concepts in priority areas

# NPP plays a central role supporting the development and implementation of strategy across the organization



- **Indication Prioritization and Selection:** Supporting commercial triage of priority indications for individual assets and broader portfolio (e.g., TA Strategy)
- **Early Asset Strategy:** Providing commercial input into program strategy (e.g., CDPs, TPPs) to ensure competitive positioning at time of launch
- **Driving Consensus:** Bringing together individuals from across the organization to gain alignment on asset- and portfolio-level decision-making
- **External Innovation (in some cases):** Identifying and prioritizing potential areas for external innovation to fill pipeline gaps which would further broader strategy

# Strategy is a living idea that adapts to evolving circumstances and organizational context

## Market Events

Where can we ride greater market tailwinds?  
(e.g., GLP-1s in obesity)

## Competitor Events

What happens if a competitor becomes a game-changer?  
(e.g., Ocrevus in MS)

## Clinical Data

What happens if your lead asset fails? Do you pivot in a new direction?

## Key Successes

Your successes can lead to broader transformation  
(e.g., Dupixent / Sanofi)

## Global Context

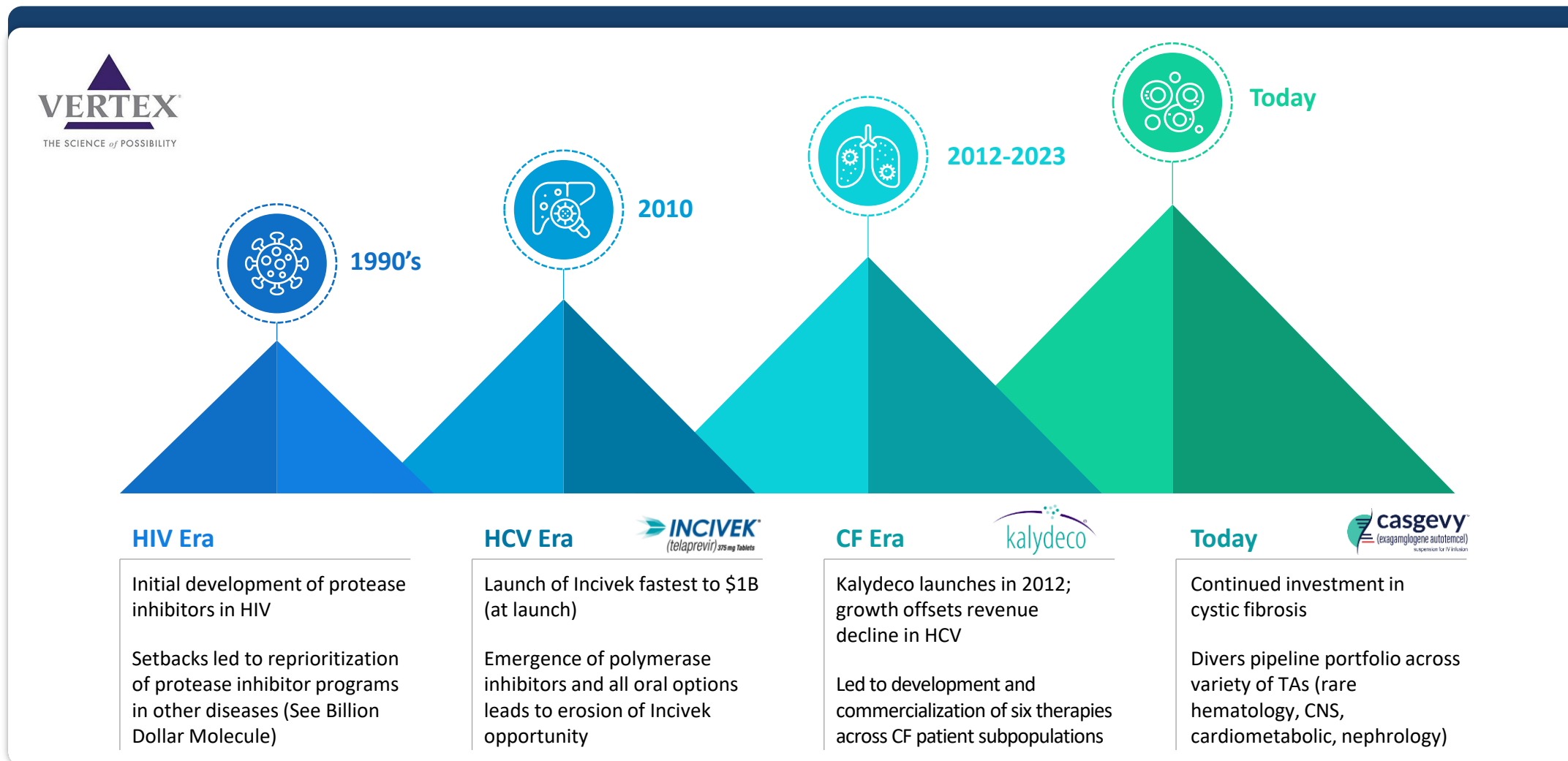
How do global events shape strategic direction?  
(e.g., COVID)

**"Everyone has a plan 'till they get punched in the mouth."**  
- Mike Tyson





# Vertex story highlights how strategy can evolve through eras of market and portfolio events



# In reality, many things can get in the way of operating within an idealized strategy

## Skillset

**Blind spots based incomplete understanding** of market dynamics (e.g., ex-US, P&MA considerations)

## Incentives

**Misaligned incentives** can lead organizations to prioritize “safe” paths, which can stifle innovation

## Budget

**Rubber meets the road** on what furthers strategy vs. what can be funded



## People

**Conflicting personalities** across functions, not everyone on the same page

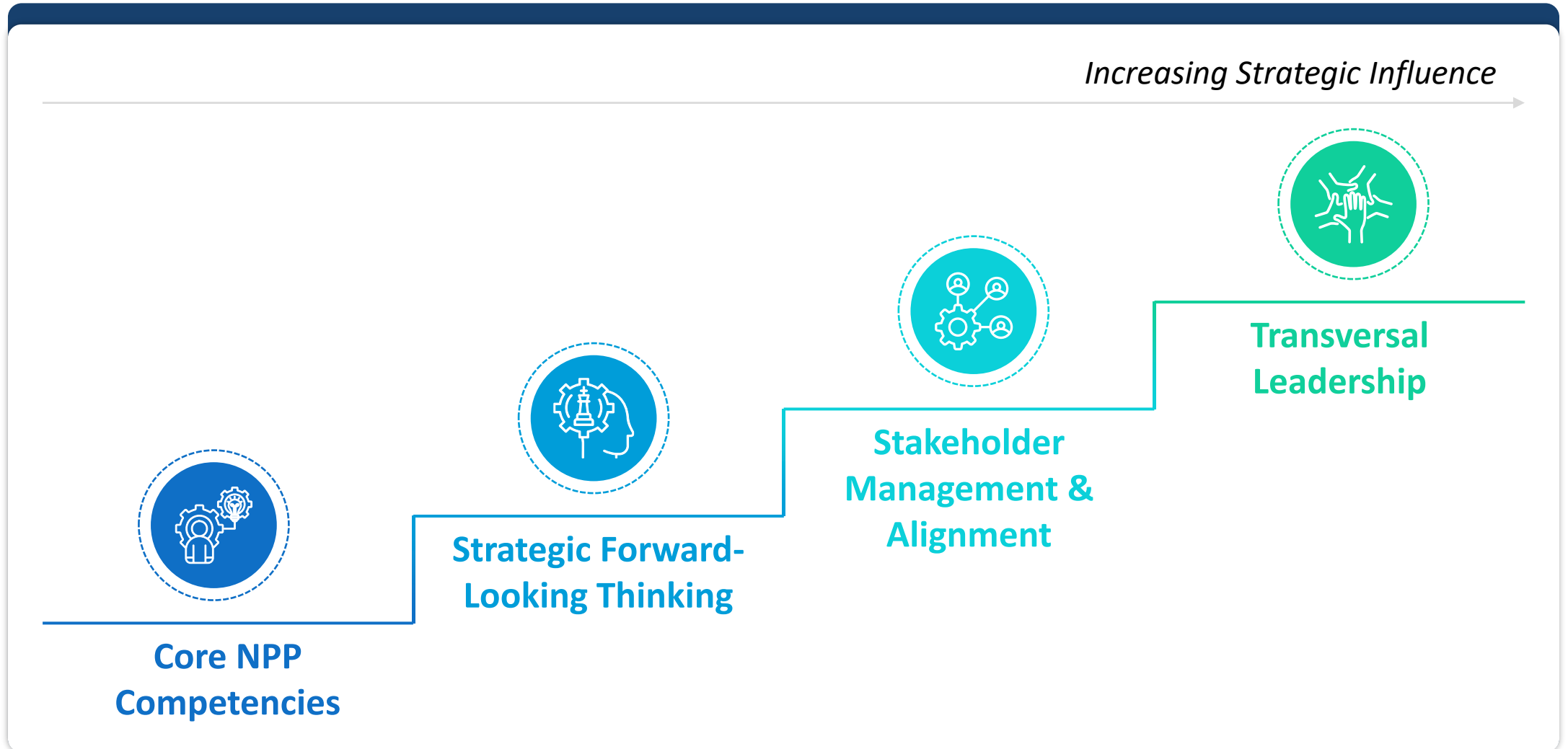
## Processes

**Imbalance in decision-making authority**, the right people not “showing up” to the discussion

## Bandwidth

**Limited resourcing** can limit early commercial input, informed decision-making


# How do you set yourself up for success in NPP?



# Key Takeaways



- Strategy is a clear and aligned message about where you are headed over the long term and should be built on your company's/organization/program's competitive advantage
- Strategy is a mindset and process that happens in many areas and at all levels of a well functioning company
- Companies that focus and execute on a strategy have a better chance for success in our industry
- Many things can get in the way of executing on a strategy
- Developing a strategic mindset is a clear differentiator as you grow in your NPP career



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