

## Case Study

# How to Approach Market Access Change Management

Pharma Changemakers Lean on MMIT's Solutions and Teams to Optimize Brand Performance



### Abstract

This case study profiles multiple pharma brand teams that successfully transitioned to MMIT's innovative market access solutions to support internal market analysis programs and external HCP payer asset creation. MMIT developed a set of change management best practices to help brand teams identify and overcome market access challenges and limitations. These teams successfully transitioned both vendors and workflows to break through the inertia of "we've always done it this way." Pharma "changemakers" share actionable insights and best practices that payer brand marketing, managed market and launch commercialization teams, and field sales can leverage. Learn how to anticipate and respond to competitive forces, break free of the status quo and stay ahead of the always-evolving payer landscape.

**Change is hard.** Ask leaders across the pharmaceutical industry and they'll acknowledge that change introduces risk, challenges norms and pushes boundaries. The "comfort zone" of familiar processes, tools, technologies and vendors is tough to break through, especially when there is no clear sign of failure or internal pressure to change the status quo.

Business leaders expect to update even well-honed processes on a regular basis. Organizations prepared for change outperform their competitors, but less than 30 percent of surveyed leaders have change management teams defined and only 17 percent feel their organizations are highly effective at managing change. While it may be easier for failing companies to recognize that change is needed, successful companies stay ahead of competitive threats and avoid failure by navigating uncertain markets, and anticipating and adapting to change.

Change is hard, but failure to change can be fatal.

Less than **30%** of surveyed leaders have change management defined

Only **17%** feel their organizations are highly effective at managing change

## Market access intelligence is required to navigate a dynamic pharma landscape.

Few industries are facing greater regulatory, political, and public demand for change than the pharmaceutical industry. Pharma leaders are under pressure to decrease pricing, increase transparency and demonstrate clinical results. Drug development pipelines are adapting in response to an evolving market, dynamic patient landscape, and growing competitive landscape.

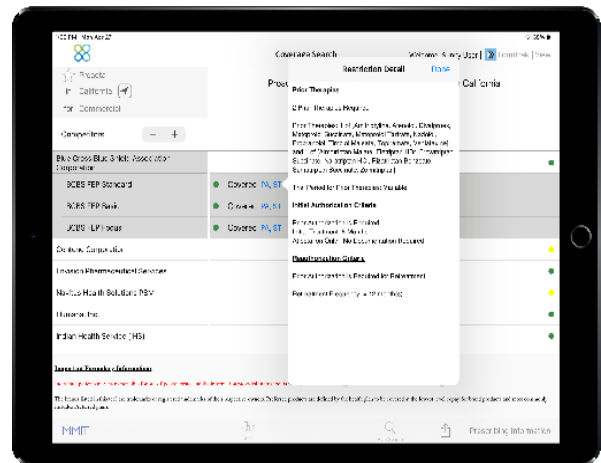
As the average cost of bringing a new drug to market escalates well beyond \$2 billion, <sup>iii, iv</sup> the consequences of misjudging market adoption and failing to clearly understand the what and why behind market access are the largest in history.

**Brand teams** are using every tool at their disposal to position the right product, at the right time to the right provider and patient populations.

**Payer marketing and brand managers** struggle to anticipate payer attitudes toward brand launches across therapeutic classes.

**Sales teams** grapple with innovative ways to reach providers who are themselves challenged to confidently prescribe in compliance with ever-changing payer reimbursement complexities.

Pharma teams need real-time market access intelligence, direct insight into payer decision-making, and payer policy and restriction information across all of their brands. Field teams and providers have a tendency to reference formulary information delivered to smart devices via innovative apps.



## Pharma changemakers embrace change to enable growth.

Changemakers are pharma stakeholders who identify and lead a broader team through four stages of change. This case study profiles changemakers at each stages of the change management process. Changemakers collaborated with MMIT's team of market access experts to identify market access issues, align internal teams, and successfully launch new workflows and solutions.



**Look for the changemaker flag in each case study section to review experiences, lessons learned and tips for implementing a successful change management project.**

## Exploring four stages of market access change management.

Change management best practices curated from industry researchers, change management experts, and pharma market consultants are grouped into four steps or stages. Tuned for the pharma industry, these best practices help pharma manufacturers, payers and provider networks evaluate the impacts of a changing economy, plan for course changes, prepare for the unexpected and respond to competitive pressures.

### Stage 1: Recognize the Need for Change

Identify the economic, competitive and resource drivers.

### Stage 2: Align for Change

Prepare and align team members.

### Stage 3: Partner for Change

Leverage champions to de-risk and successfully scale.

### Stage 4: Implement Change

Successfully execute to realize the benefits of change






# Recognize signs of change. Is it time for an organizational change?

**How do teams know that it's time to consider a change in their approach to market access analysis, planning and execution?**

Team leaders often have a “sixth sense” about the market – a finger on the pulse of market change, competitive threats and economic shifts. They understand which internal stakeholders and external market actions influence brand success.

However, when many brand teams consolidate their own internal expertise with that of their existing external partners, they find that there is often unneeded complexity and a tendency to stray from the true business need.

### **Warning signs that a market access solution or vendor change is needed:**

-  **Outdated tools:** In a highly competitive, technology-rich market, don't let market access tools collect preverbal “rust”. Power strategic decisions with market access data that reflects the current market.
-  **Excess complexity:** Tools that are too complex can look advanced in a demo, but fall short on delivery. Simplicity is not the enemy of usability or of technologically-advanced solutions.
-  **Spiraling costs:** Vendors may offer reduced pricing in the initial years of a new engagement, then increase pricing over time. Subscription-based services may spiral over time or simply increase over the term of a multi-year contract.
-  **Vendor proliferation:** Too many cooks in the kitchen is never a good thing, and it can be especially detrimental when vendors and their tools are scaled back or reconfigured, especially after a merger or acquisition. This can cause confusion and put additional work back on your team. Solutions to support strategic decision making should be regularly evaluated, weighing value received vs. total investment. Reducing vendors can result in improved performance, efficiency and cost reductions.
-  **Lack of vision:** Strategic vision is a key component in mapping competitive positioning. A lack of vision holds a company back and can signal time for a change. Your vendor's leadership team should wake up every morning looking to simplify market access for you.



## Changemakers In Action

### Payer Marketing Executive from Big Pharma Manufacturer

“We spent 18 months in a complex area with a prior vendor where we didn’t get results - always needing to pull down dozens of reports with a high error rate. There was a disconnect between the data and our true business need.”

## 6 Benefits of Re-Evaluating Your Market Access Partner

### 1. Upgrade Data Sourcing (Static vs. Dynamic Market Access Data)

Consider the source of formulary, policy and restriction data within your own organization. Payer-sourced data vs. prescription aggregation-sourced data can impact pharma teams at pre- and post-launch stages. If market access data is only a static snapshot of fulfilled prescriptions and payer/PBM policies gathered from websites, pharma teams won’t have the market intelligence needed to compete with real-time, direct-from-payer information sources.

### 2. Stay in the Know

Ensure that you have a direct look into payer and IDN decision-making to stay ahead of market events, anticipated behaviors, and key stakeholder perceptions at a pace that enables real-time, data-driven adjustments and optimizes sales during key brand lifecycle stages. Deep payer and IDN insights, combined with comprehensive market access information, provide the strategic direction you need to execute on your key objectives.

### 3. Consolidate Vendors and Streamline Data Sources

Identifying which supplier relationships are most profitable and valuable for your company is paramount to a successful strategy. Work with procurement to consolidate vendors, allowing the broader team to become more effective and efficient in the field. Improve overall vendor relationships as vendor solutions are consolidated to ones that provide the most value and expertise. Streamline data sources, focus internal resources and improve workflow efficiencies through vendor consolidation.

### 4. Increase Team Efficiency

Gain access to tools that increase team efficiency from brand teams to field teams. Leverage market access data and insights that empower payer marketers, help market access teams predict and quickly respond to payer/PBM changes and enable brand teams to influence and monitor field team messaging. Leverage your vendor partner to promote brand access and respond to HCP coverage questions with confidence and ease.

### 5. Leverage Technologically-Advanced Solutions

Pharma teams that once relied on research and technology alone to distinguish their products are embracing game-changing communication technology, putting them in more direct touch with their target market. Technology-minded and forward-thinking data, analytics and insights solutions provide competitive differentiation. Continually look at how your market access partner approaches the market and have a strong sense of your partner’s track-record of delivering innovation and agile technology offerings.

### 6. Access a Growing HCP Network

The reimbursement process can be confusing to HCPs at the point of care and delay therapy for their patients. First-to-market advantage often wins. Changing the competitive game in pharma means expanding the field on which the game is played. Smart devices have replaced dated and obsolete-once-printed drug fact sheets. MMIT’s innovative Formulary Search App builds a direct line of communication from pharma teams to a growing network of providers. Formulary data is up-to-date, easy to access and understand, simplifying the prescribing process for all key stakeholders.



## Changemakers In Action

### Brand Marketing Executive from Big Pharma Manufacturer

“We wanted to make it easier for the sales rep to have meaningful conversations about restrictions with physicians and provide our field team with technology that encourages more proactive pre-call planning. We needed to ensure a consistent, compliant brand message which was a real challenge due to translation errors between multiple vendors.”

## Stage 2

## Align for change. Align key stakeholders and teams to scale change successfully.

When an organization proposes any type of significant change, it's bound to be viewed as exciting to some and threatening to others. Cultivating acceptance and support of change is a necessary component for successfully managing business process change.

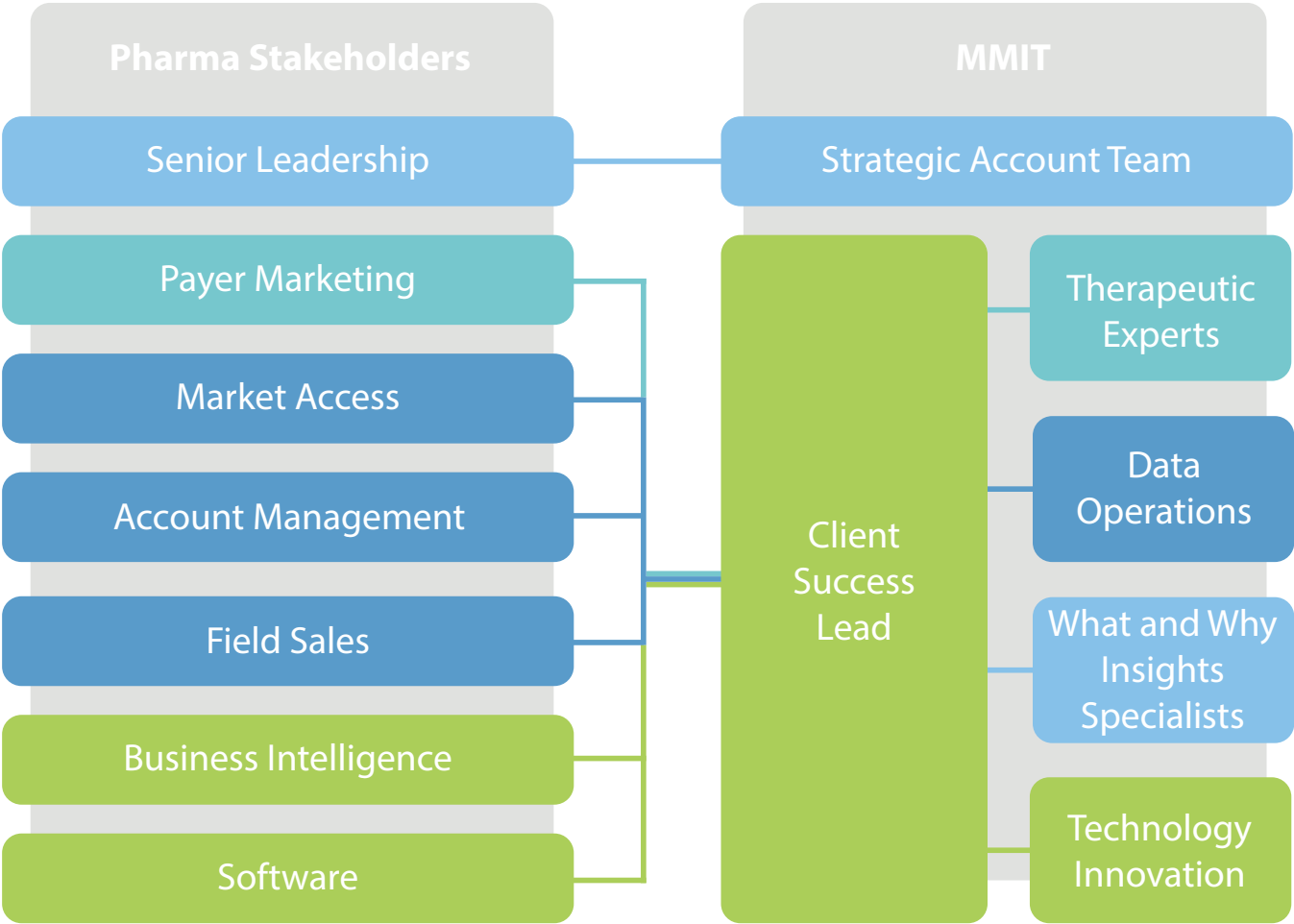
Whether change is driven by a revamp of internal processes and vendors or is designed to respond to market pressures, stakeholders need to have a shared understanding of goals. An ideal change management project will ensure that team members understand and value how new processes will affect them. Teams need to understand that they will have support to make the change and possess the tools to overcome any challenges that may arise without too much frustration.

Within pharma organizations, market access strategy, account management, payer marketing, brand teams, field sales, sales operations, and business intelligence teams are all stakeholders in considering a change in partners. These cross-functional teams, with a unique set of knowledge and needs, should be engaged to evaluate a planned market access vendor or solution change. They should review the planned change, implementation, and ongoing adjustments associated with launch of a new market access solution.

During the change management process, MMIT market access experts align with transition teams and stakeholders to configure systems and deliverables to ensure that the following seven best practices are followed throughout the entire transition.

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# Aligning for Success



**Strategic Account Team:**

Senior level market access experts who will guide and advise on any strategic initiatives related to market access objectives within a pharma organization.

**Client Success Lead:**

Responsible as a daily liaison to support all implementations, questions and ongoing projects. The client success lead has deep knowledge of your business goals and aligns that to MMIT's capabilities while acting as a champion for you.

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# 7 Keys to Aligning Stakeholders to Accept Change and Scale Growth

*MMIT will help you document, monitor and champion change within your organization.*

## 1. Plan Carefully

To implement successful change, imagine what the best possible end result will look like. With a vision in place, document the necessary tasks to accomplish it. Outline how, when, and by whom, tasks will be completed.

## 2. Define Governance

Every successful change management project has a well-defined governance, or framework for making decisions with processes for implementing those decisions. Structures, roles and responsibilities should be established at each level of the organization to support change and keep stakeholders engaged.

## 3. Assign Leadership Roles

Recruit leaders at appropriate levels of the organization to keep the change management process stable. Leaders must be committed, reliable and able to influence others to get on board through their example.

## 4. Address Team Member Concerns

Workforce alignment is critical. Help team members understand how the change is impacting them.

## 5. Communicate, Communicate, Communicate

To ensure participation, support and commitment, communicate - constantly. Make sure that key stakeholders are in the loop and updated during each step of the change management process.

## 6. Advocates Are Your Friends

There should be at least a few people on your team who are ready to adopt the change early on, and these early adopters can become your biggest advocates to help communicate through the transition and get broader teams motivated to try something new.

## 7. Assess, Review, Repeat

Monitor change as it's happening. Measure whether the implementation is successful and adjust. There are many different means, both formal and informal, for assessing and reviewing the change process.



### Changemakers In Action

#### Payer Marketing Executive from Big Pharma Manufacturer

Through an open communication channel with MMIT to flag any concerns and the creation of internal groups with key milestones, this changemaker successfully facilitated change. She focused on initial buy-in from senior leadership, followed by the investment in a core group of changemakers. This core group recruited representatives from home office and external field teams to establish a pilot group that would allow their organization to navigate change management.

## Stage 3

### **Partner for change. Leverage a strategic partnership with MMIT to optimize brand performance.**

In an increasingly dynamic and competitive business world, it's vital to have the right tools, technologies, and partners on board to optimize your brand performance. MMIT's change management experts deliver detailed implementation best practices and a proven process to make it easier for your team to change.

#### **MMIT's Proven Change Management Process Yields Results**

MMIT has developed a proven change management process to maximize rapid team engagement, adoption and buy-in. Our market access "ambassadors" support internal teams as our solutions are deployed at a pace that fits each business team's business pace. MMIT will help track, monitor, and celebrate project milestones that advance a pharma manufacturer to stay cutting edge and improve their team's efficiencies.

## 5 Tenants of a Successful Deployment - A Proven Change Management Methodology

### 1. Obtain Buy-In

Identify key stakeholders and leaders required to drive a successful change through the organization.

### 2. Scope Timeline

Define clear milestone criteria with your partner and establish a "Plan B" if these key dates aren't met.

### 3. Reinforce Value

Analyze what's important to each team and if anything will be "taken away" from them with a change. Develop a method to reinforce the value of a change and how new tools will fill existing gaps.

### 4. Launch a Champion's Committee

Partner with 1-2 advocates from each functional area to evangelize across your organization. Change is hard and having a champion's committee can help support the change and highlight the value prop behind the effort.

### 5. Communicate Excitement

Implement a communication plan that creates excitement around the value of the switch and reassures stakeholders that this change will benefit each team involved.



### **Changemakers In Action**

#### **Payer Marketing Executive from Big Pharma Manufacturer**

"Our team needed to partner with someone who could understand the complexity of our therapeutic area and explain the business perspective all the way down to the field. From the first engagement, MMIT was deeply focused on the business questions that we were trying to answer and provided use cases that tied everything together."

## Stage 4

### Implement change. Successfully execute to realize the benefits of change.

Effective change management is sometimes characterized as “unfreezing” old behaviors, introducing new ones, and refreezing them. The only sustainable competitive advantage today is the ability to change, adapt and evolve to market pressures - and to do it better than the competition.

To successfully implement change, leaders need to show that, while there’s a big journey ahead, it can be broken down into bite-sized steps, each taken one at a time. Since implementation will be more like a marathon than a sprint, marathon runners all know to take one mile at a time, realize there may be a few obstacles to avoid along the way, but focus on successful completion of each mile.

**Launch your project knowing that change is hard, but understanding that not changing can be fatal. Know that you have selected an industry-leading partner that is 100% focused on market access and building solutions for your world.**

## 3 Keys to Optimize Success During Market Access Project Launch

### 1. Get Change Management Right the First Time

Resistance to change is normal. Good change management can mitigate angst and help team members adapt and grow quickly. Some members of the team will embrace a new methodology, others will need more convincing. Use a structured approach to rollout new workflows, processes and tools.

### 2. Expect and Manage Resistance to Change

Resistance isn’t futile, it’s normal. Research on the function of the brain shows that resistance is not only a psychological reaction to change, but is actually a physiological reaction.<sup>vi</sup> Comfort with the status quo is normal. Identify possible teams or people who may resist change and include them in the planning.

### 3. Identify the Root Causes of Resistance

Don’t focus on symptoms, get to the root of the resistance to change. Fear, uncertainty and doubt fuel resistance to change. Overcommunicate, involve teams in decision making and seek to understand concerns.



### Changemakers In Action

#### Brand Marketing Executive from Big Pharma Manufacturer

“There were certain team members that were concerned with the amount of hassle that could result from a change management process. However, we were able to push through this by validating that a stronger data source and accompanying technology would streamline the communication of this data down from leadership to the field.”

## Evolving Market Access Landscape: Keep Up or Get Left Behind

Payer perceptions, formulary, and policy and restriction data and insights power brand decisions at all drug stages. Market access is continually shifting under the influence of payers, PBMs, providers, patients and regulatory agencies. Harnessing and leveraging real-time market access intelligence and feedback from the stakeholders you care about is critical for brand managers to stay ahead of market and competitive pressures.

Launch brands and in-line brands have long used market access data to shape strategic pre-market launch decisions, but MMIT's advances in competitive analysis and payer strategy analysis give pharma teams a competitive edge long before launch. Manufacturers trust our actionable data and insights to make sense of drug coverage, forecast performance, and tune strategy. As launch approaches, we'll help you execute your plan, delivering quality data and insights, exactly when you need them.

Market access intelligence is being leveraged months before launch and pharma teams are now linking data sources and analytics to improve drug discovery and get the right treatments to the right patients at the right time, often in partnership with payers and providers.

## Citations

<sup>i</sup> ASTC Research: Institute for Corporate Productivity. Change Agents: The Role of Organizational Learning in Change Management, August 2014.

<sup>ii</sup> Aaron E. Carroll, “\$2.6 Billion to Develop a Drug? New Estimates Make Questionable Assumptions”, The New York Times, November 18, 2014. Last referenced September 2016, [http://www.nytimes.com/2014/11/19/upshot/calculating-the-real-costs-of-developing-a-new-drug.html?\\_r=1](http://www.nytimes.com/2014/11/19/upshot/calculating-the-real-costs-of-developing-a-new-drug.html?_r=1)

<sup>iii</sup> Pharmaguy, Pharma Marketing Blog, “Tufts New Estimate of Costs to Bring a Drug to Market & Beyond,” March 11, 2016. Last referenced February 2017, <http://pharmamktg.blogspot.com/2016/03/tufts-new-estimate-of-costs-to-bring.html>.

<sup>iv</sup> Adapted from Paragon Solutions. “Best Practices for Organizational Change Management”. Geoff Lewis, “7 Organizational Change Management Best Practices,” Paragon Solutions, 2014. Last referenced February 2017, <http://www.consultparagon.com/blog/7-organizational-change-management-best-practices>.

<sup>v</sup> David Rock and Jeffrey Schwartz, “The Neuroscience of Leadership: Breakthroughs in brain research explain how to make organizational transformation succeed”, May 2006.

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## About MMIT

We answer the “what” and the “why” related to drug coverage and reimbursement.

We are a product, solutions and advisory company that brings transparency to pharmacy and medical benefit information. MMIT partners with PBMs, payers and pharmaceutical manufacturers from P&T to point of care. We analyze market access trends and market readiness issues, while providing brand and market access solutions to navigate today’s rapidly changing healthcare market.



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