

Awards...



CENTERWATCH SURVEY RATES TOP CROS

More than 1,300 global investigative sites across 15 countries have rated the best CROs with which to work in a new survey conducted by CenterWatch. The seven highest-ranking companies were PSI CRO, INC Research, Chiltern, QuintilesIMS, Parexel, ICON, and PPD. The results reflect how CROs have adopted a more strategic view of site relationships in recent years and invested resources in a wide range of initiatives designed to ease the site burdens. For the first time, sites report their working relationships have become more effective and performance matches that of sponsor companies.

TAKEDA AWARDED FOR SUPPORTING EMPLOYEES IN THE MILITARY

Takeda Pharmaceuticals has received an award from the Illinois Committee of the Employer Support of the Guard and Reserve (ESGR) recognizing the company for its support of employees involved in the National Guard and Reserve. Takeda earned the Pro Patria Award, the highest recognition given by the U.S. government to an employer that “demonstrates exceptional support for national defense by adopting personnel policies that make it easier” for employees to participate in the National Guard and Reserve.



THE GLOBAL BIOLOGICS MARKET IS ANTICIPATED TO REACH \$399.5 BILLION BY 2025.

Source: Grand View Research

Sandoz Names Winners OF HEALTHCARE ACCESS CHALLENGE

Lebene Soga, from the Ghana team, whose project GoPharma aims to connect pharmacists to rural pharmacies.



Sandoz, a Novartis division, named the three winners of its inaugural Healthcare Access Challenge (Sandoz HACK). The winners, chosen by a panel of judges at the Wired Health 2017 event in London, identified innovative approaches to address health access challenges in Ghana, the Maldives, and the Philippines.

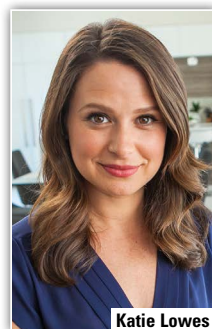
The winning ideas all proposed novel ways to use mobile technologies to connect patients with caregivers and essential medicines, addressing access issues specific to their country but with the potential for solutions to be applied elsewhere. The three winners were chosen from six finalists, out of a total of about 150 ideas submitted from 30 countries.

The three winners, who will now receive EUR 20,000 each to bring their ideas to life, are:

- ▶ **Blood Drive:** In the Maldives, one out of 120 newborn babies has the blood condition thalassemia. Mohammed Shuraih and Yameen Rasheed aim to link islanders with a database of hospitals,

which can send updates when they are running blood donation programs and use geolocation alerts to everyone nearby so that they can donate blood.

- ▶ **GoPharma:** In Ghana, pharmacists don't generally work in rural areas, and pharmacies are staffed by unskilled workers. Elvin Blankson and Priscilla Adu-Darko aim to connect pharmacists in towns with rural pharmacies, to make virtual appointments for advice on how to take medicines, provide information on contraindications, etc.
- ▶ **Save-a-Life:** In the Philippines, basic first-aid skills are mandated for inclusion in basic education. An app idea from Joel Alejandro and Andrea Re-lucio will help Filipinos who don't have the necessary training to perform CPR using auditory and visual guides, while also notifying emergency services.



Katie Lowes

Janssen Teams up with Actress FOR PSORIASIS AWARENESS

Janssen Biotech and the National Psoriasis Foundation (NPF) have launched Psoriasis: The Inside Story, a campaign that aims to shine light on the profound impact that psoriasis has on the lives of more than 7.5 million Americans. To empower those living with psoriasis to take action and live their fullest life, actress Katie Lowes and other leading advocates

offer personal perspectives and support on psoriasisinsidestory.com. The multi-partner program also teams up with lifestyle experts to offer advice within key areas uncovered by research as those most impacted by psoriasis — staying active, travel, style, and relationships.

By visiting psoriasisinsidestory.com, visitors gain access to resources and support, including shared personal experiences, and tips, and advice from Katie Lowes and other leading psoriasis advocates.

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Sanofi Genzyme Extends MULTIPLE MYELOMA JOURNEY PARTNERS PROGRAM

Sanofi Genzyme, the specialty care global business unit of Sanofi, has extended the Multiple Myeloma Journey Partners Program that leverages storytelling as a tool to improve the patient experience with multiple myeloma. Journey Partners are multiple myeloma patients who have experienced similar emotions, faced the same challenges, and asked the same questions about living with the disease.

The Multiple Myeloma Journey Partners program is a free one-hour educational seminar. The program gives people with multiple myeloma and their caregivers an opportunity to hear a Journey Partner share his or her

unique patient journey with multiple myeloma and experience undergoing an autologous stem cell transplant.



The Journey Partner patients participated in a training session in 2016. Back Row from Left to Right: Danielle S., John K., Lynn W., Jim B., and Kent O. Front Row from Left to Right: Michael R., Brian H., and Barb H.

WEBINARS

» **OnDemand - Increasing Enrollment While Reducing Sites**

Sponsored by: Acurian

» **OnDemand - The Global Alzheimer's Crisis: New Paradigms in Clinical Trials and Longitudinal Screening**

Sponsored by: Acurian

» **OnDemand - Leveraging FDA's Expedited Programs: Now and in the Future**

Sponsored by: Cardinal Health Regulatory Sciences

WHITE PAPERS

» **Expediting Drug Approval**

Provided by: Cardinal Health Regulatory Sciences

» **Digitizing the Global Life Sciences Supply Chain: The Critical Role of Digital Transaction Management**

Provided by: DocuSign

» **Six Ways to Improve Your Clinical Trial Budget**

Provided by: DrugDev

» **Mental Health: An Insurance Industry Perspective**

Provided by: inVentiv Health

» **Mobile Apps: a 360° Guide For Clinical Trials**

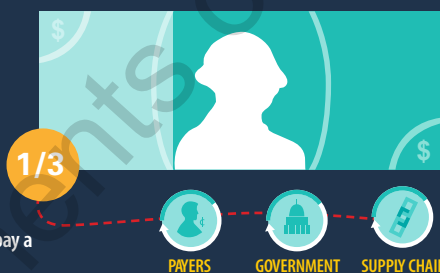
Provided by: Medidata Solutions

There's a lot of discussion about what patients pay for medicines

What's going on?

While biopharmaceutical companies set the **list price** for brand medicines, more than **1/3** is rebated back to payers and the supply chain.

Health plans negotiate large rebates but do not share these discounts with patients who pay a deductible or coinsurance for their medicines.



More than HALF of what commercially insured patients pay out of pocket for brand medicines is based on the list price.

Cost sharing for nearly

1 in 5 brand prescriptions

is based on the list price



Why should patients pay more than their insurer?

A patient in a high-deductible health plan who pays \$350 a month for insulin may be paying **hundreds more annually** than their insurer.



Source: Pharmaceutical Research and Manufacturers of America

Baxter and the ISMP Address MEDICATION ERROR PREVENTION

The Institute for Safe Medication Practices (ISMP), with the support of Baxter International, is launching a two-year International Safe Medication Management Fellowship program. The goal of the program is to provide healthcare professionals with the education, tools, and training to advance medication error prevention.

As part of the fellowship program, participants will work directly with domestic and international professional medication safety organizations.

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Marketing a pharmaceutical product or medical device to a healthcare professional audience has changed radically, even for market leaders and establishment brands. But for challenger brands—the brands with something to prove, obstacles to overcome, perceptions to change—the dilemma is even bigger. They need to find new ways to compete in this landscape.

Market leaders frequently have a unique mechanism of action or a breakthrough clinical profile that allows the product to succeed on clinical merit alone. Challenger brands often do not have that clinical advantage, or first-in-class leverage, or the ability to outspend. Yet many still cling to replicating analogs that simply don't apply to them.

"There is a set of advantages that have to do with material resources, and there is a set that have to do with the absence of material resources—and the reason underdogs win as often as they do is that the latter is sometimes every bit the equal of the former."
 — Malcolm Gladwell, *David and Goliath: Underdogs, Misfits, and the Art of Battling Giants*

The process of doing something that hasn't been done before, going on a journey that doesn't have a map, can be unnerving. But for a challenger brand to survive, to find a place to live, to make it in the jungle, marketers must adopt a new set of rules. It starts with examining where market leaders are vulnerable and accepting the role as challengers, beginning to see your brand's constraints as potential advantages, and turning away from the marketing approaches that worked for market leaders.

This idea underscores why challenger brands cannot rely on trite, predictable marketing approaches. The last thing the industry needs is another campaign

featuring smiling patients walking on a beach, or confident physicians, or even worse, a well-lit "beauty shot" of a device. Such imagery does not capture the essence of your brand with creative symbols, and it does not demonstrate a higher level of understanding of how the target audience feels or what they need. It fails to effectively differentiate your brand and should be avoided at all costs.

"In the event you aren't able to monopolize via a disruptive business model, disruption in the branding sense becomes essential. If your business model isn't capital D disruptive, your marketing had better be. This is especially true for those whose ambitions exceed their available resources, i.e., the challenger brand."
 — Mark Barden, *challenger brand expert*

DO YOU HAVE A CHALLENGER BRAND THAT NEEDS DISRUPTIVE MARKETING?

Here are some situations that indicate challenger-brand status:

- entering a market with inferior data
- commodity market with little differentiation
- smaller brand facing larger established competition
- early phase of development of a promising molecule with unclear positioning
- bigger share of voice is needed, but sales force is limited
- new entrant in a crowded established category
- existing, underperforming brand in need of a boost
- launching a new indication, formulation, or dosage
- a new or misunderstood technology
- any combination of the above

So, what is it exactly that challenger brands must confront and overcome?

ASSUMPTIONS. PERCEPTIONS. COMPLACENCY. CIRCUMSTANCE. STATUS QUO. IGNORANCE. BULLIES. SOMETIMES, THEMSELVES.

What do we do to help? Elevate helps challenger brands adapt to the new world of marketing in pharmaceuticals and devices. We help companies analyze their brands and competitive landscapes, identify the dominant challenges, break down obstacles and perceptions, create symbols of change and a narrative of disruption, and begin to assume thought leadership in the category. We help them reach laser-focused positioning, targeting, messaging, reach, frequency, distribution, and approach.

We prepare them to survive in the jungle. To steal a lion's share without getting mauled. To move a big, slow, stagnant market. To outwit an 800-pound market leader. To realize that going face-to-face with the market leader is no time to be tame. We help them elevate their marketing to take advantage of their challenger status.

Frank X. Powers is Managing Partner at Elevate Healthcare and has been successfully disrupting healthcare landscapes for years.