



# New Product Planning Network

## **Effective Communication for Early Stage Programs**

12 June 2024

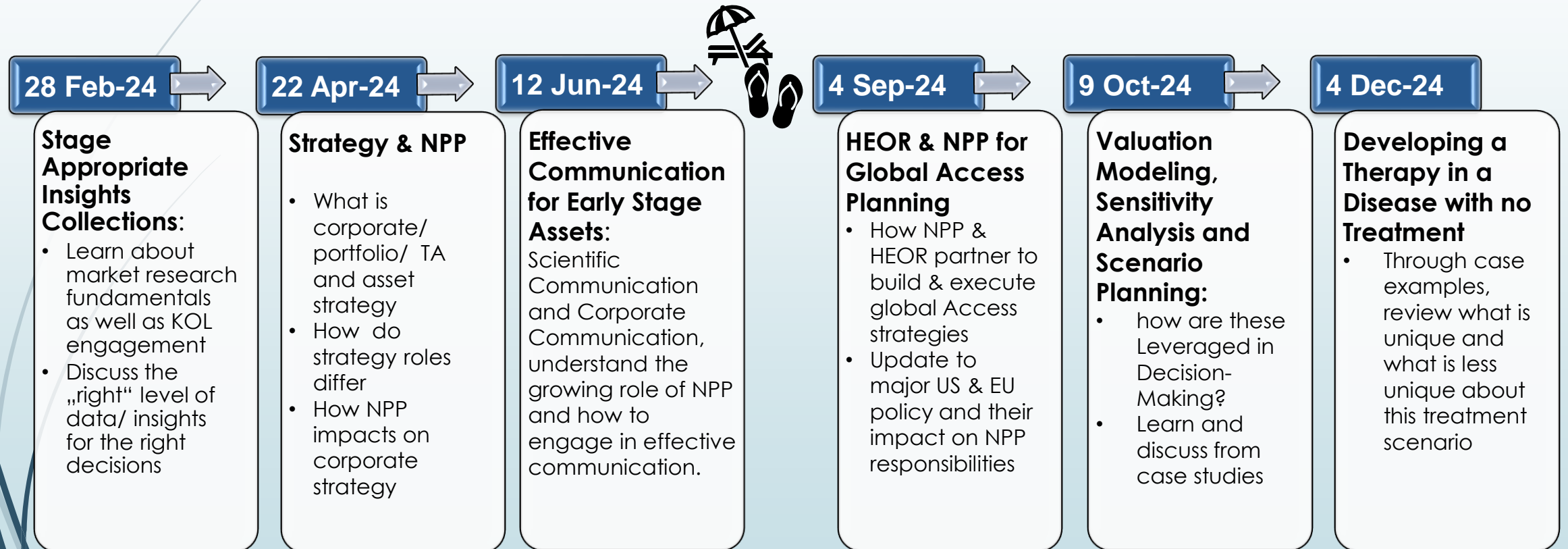
Anne Ollivier & Cory Bartlett, Chair and Steering Committee Member

[Anne.ollivier@sandoz.com](mailto:Anne.ollivier@sandoz.com)

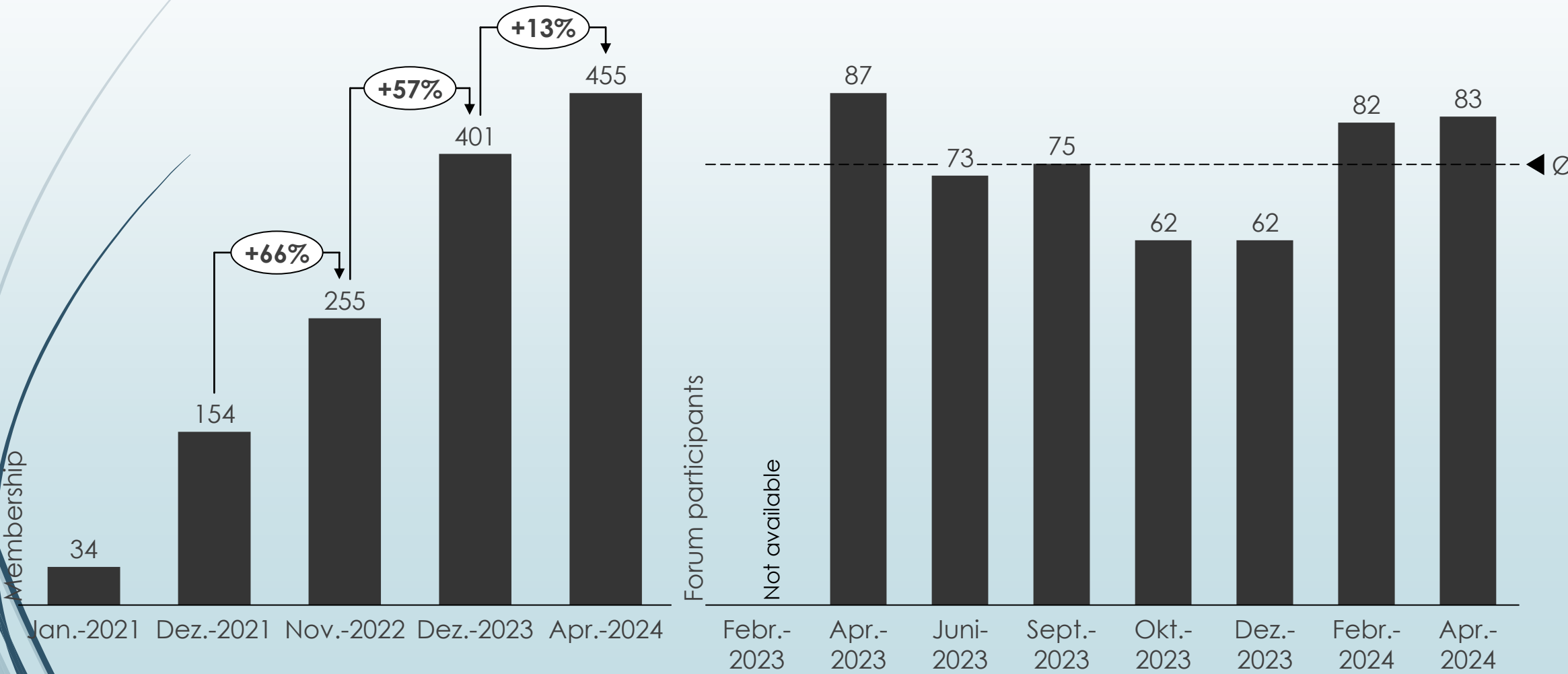
[Cory.bartlett@gmail.com](mailto:Cory.bartlett@gmail.com)

# NPP Network 2024 Schedule of Forums

Bi-monthly event extended to 90 minutes



# 2023 a record year in membership and attendance: our Forums strategy is paying off





# Effective Communication for Early Stage Programs

The Basics of Communication

Why effective communication is important to NPP Professionals

# Reminder of existing resources connected to today's topic



New Product  
Planning  
Network

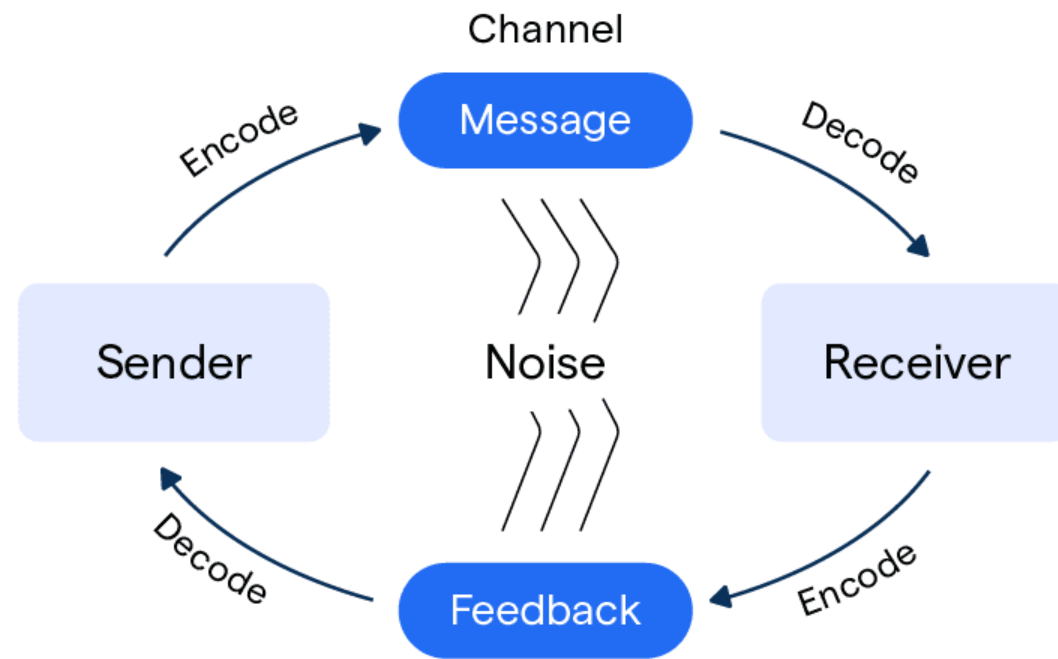
**Strategy: A Key Differentiator for  
NPP**

April 2024

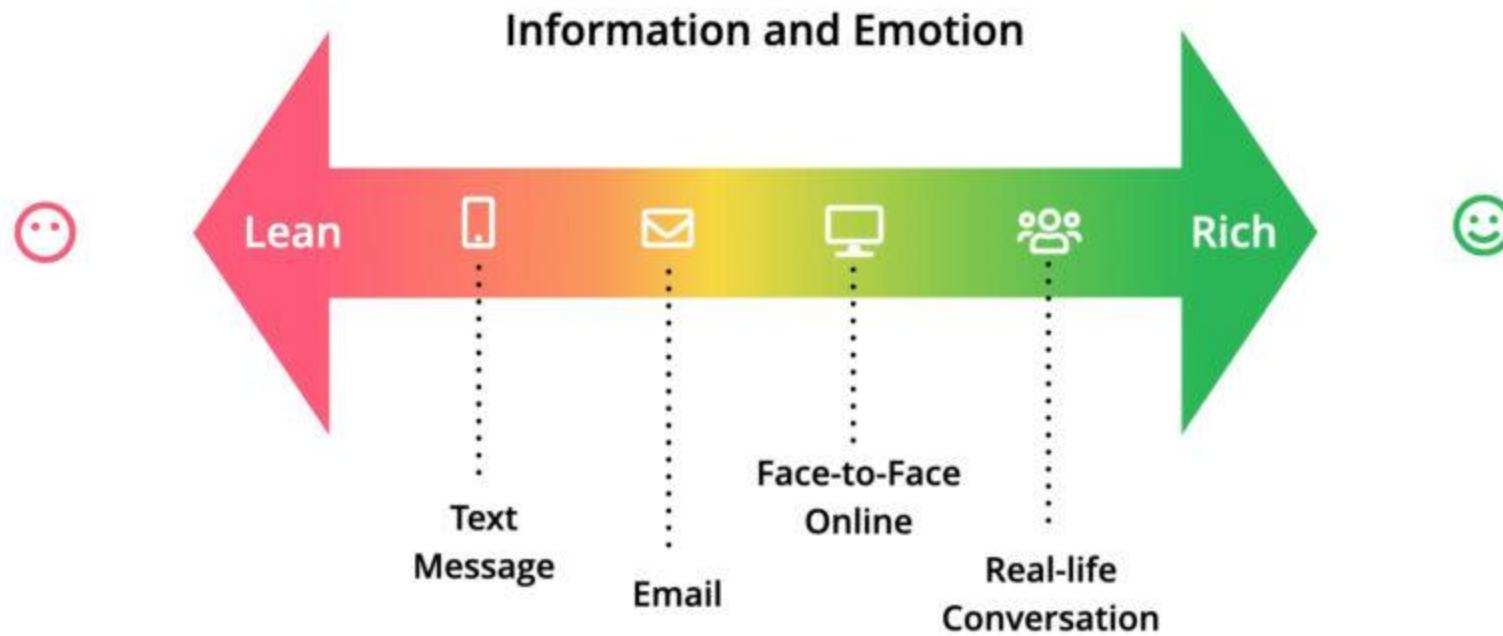
Key elements of Target Product  
Profile

[Forum Presentations from the Biopharma New Product Planning Network](#)

# Communication Model



# Media Richness



## GOALS OF COMMUNICATION SKILLS

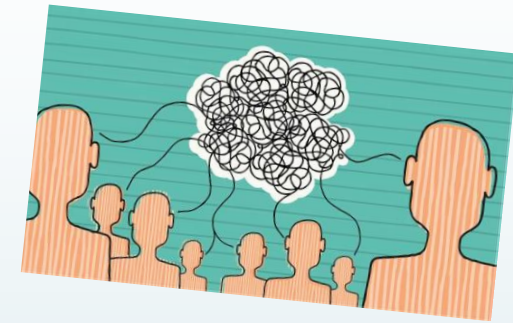




# Importance of Effective Communication for NPP



## Simply put – “Poor communication impedes progress”



- Ways we communicate as New Product Planning Professionals
  - Internal – core teams, committees, ad-hoc, “water cooler”
  - External – collaborate on scientific and corporate communication initiatives
- Potential communication gaps in early drug development
  - Drug-specific (efficacy, safety, dosing) – Is the recent efficacy readout a success? Is the new safety signal really a concern? Are there downstream effects to changing the dose?
  - Timelines – When is next data readout? Are there competitive reasons to adjust our communication timing?
  - Milestones – What is the impact of communicating a milestone? Is this progress “newsworthy”?





# Areas of Focus for Effective Communication Preclinical to Phase 1 (from [NPP Playbook](#))

- Disease Landscape – how to communicate expectations of future drug performance (against SOC and emerging pipelines)?
- TPP – ways to communicate unmet needs?
- Corporate Strategy – what program attributes (therapeutic area, target, MOA, etc..) should be communicated externally?
- Value and Access – should we publish HEOR results? Ways to articulate payer value proposition?
- Indication/LCM – rationale to communicate lead indication?
- Market Sizing – how should we communicate on the size of opportunity?

	Minimum	Base Case	Optimum
Dosing Frequency	• Q Week	• Q Month	• ≥Q 2 Month
Route	• IV	• IV/IM/SC	• IM/SC
Safety Profile	• Similar to EFV	• No systemic allergic reactions • Similar to raltegravir	• No mitochondrial toxicity • Similar to FTC/3TC • Removable by hemofiltration
Metabolism • Includes drug-drug interactions	• No preference	• Not metabolized by CYP3A4 • CYP3A4 inhibition preferred to induction	• Not a substrate for CYP3A4 • No effect on CYP3A4 or glucuronidation
Tissue Penetration (viral suppression)	• LN • Genital Tract	• CNS • LN • Genital Tract	• CNS • LN • Genital Tract
Storage	• 2 yr, refrigeration acceptable	• 3 yr at 20-25° C, or • 2 yr at ≥40° C	• ≥3 yr at ≥40° C
Resistance Profile	• Similar to EFV • No cross resistance	• Infrequent • No cross resistance	• None • Protects other ARV's
Cost of Goods	• POC	• Affordable for RLC's	• < EFV



# Areas of Focus for Effective Communication

## Phase 1 to Phase 2 POC (from [NPP Playbook](#))

- ▶ Disease Landscape – opportunity to start messaging on patient journey
- ▶ TPP – could we start discussing attributes of future label? How do we message for investment community?
- ▶ Corporate Strategy – questions around company's ability to eventually commercialize, logistics, and supply chain
- ▶ Value and Access – what endpoints are payers expecting?
- ▶ Indication/LCM – region-specific indications, how best to communicate prioritized indications for each country
- ▶ Market Sizing – opportunity to communicate total addressable market and how that aligns with clinical trial design

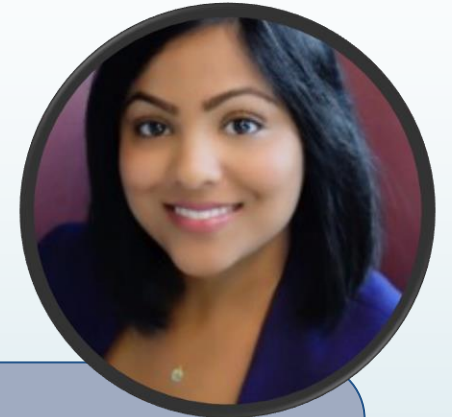


# Today's Panel



Laetitia Bouerat Duvold  
Sr Dir, Head Global  
Medical Affairs Excellent  
Lundbeck

A Conversation  
on Corporate  
and Scientific  
Communications  
for NPP  
Professionals



Priyanka Shah  
Founder & CEO  
Elephant Head  
Communications

# ABOUT

We bring the *intellect* to overcome obstacles, as symbolized by the elephant's head, to your *business challenges*

- Experience-backed, agile thought partner
- Upfront, strategic game planning to bring your vision to life
- Industry expertise, tailored strategies with a valuable network
- And, we know what good looks like

## OUR MISSION

Enable companies striving to improve human health to effectively convey their purpose, bolster a distinct reputation, and forge meaningful connections with their key stakeholders.

## OUR FOCUS

- From seed to commercial
- Public, private and bridge
- Therapeutics, med-tech, devices and diagnostics



ELEPHANT HEAD  
COMMUNICATIONS, LLC

### EHC CLIENTS



### IN-HOUSE ROLES



### AGENCY ROLES



# Corporate comms in early-stage biotech companies plays a pivotal role

Establishing and maintaining the organization's reputation

Fostering relationships with key stakeholders

Ensuring effective communication of the company's vision, mission, and scientific progress



# Align scientific, business goals with patient-centric missions

HOW

Creating a strong foundation to explain the thesis/UVP

Supporting clinical development and regulatory milestones

Facilitating fundraising and partnership opportunities

METRICS

Building credibility and trust with stakeholders

Enhancing visibility and reputation within the industry

Communicating trial progress and outcomes

Engaging with patient advocacy groups and KOLs

Crafting persuasive messaging for investors and potential partners

**BUILD THE**

# FOUNDATION

A persuasive, clear message platform about the company's UVP

**CONTEXTUAL  
FRAME**

**REASONS  
TO BELIEVE**

**POINT  
OF VIEW**

A singular master message track enables all company spokespersons to tell a uniform story



## CORPORATE MESSAGE PLATFORM EXAMPLE

# KEY COMPONENTS

### 1. Core Messaging

- Company purpose and objectives.
- Long-term aspirations.
- Principles guiding culture and decisions.

### 2. Corporate Brand Positioning

- Unique market differentiation.
- Key stakeholder focus.
- Main advantages provided.

### 3. Messaging Pillars

- Central supportive topics
- Detailed expansions on themes.

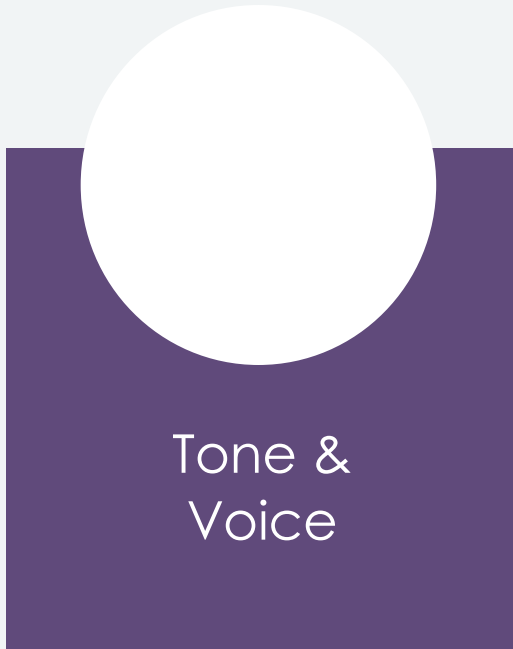
### 4. Proof Points

- Data & Metrics
- Real-world impact examples.

THEN USE THE

# PLATFORM

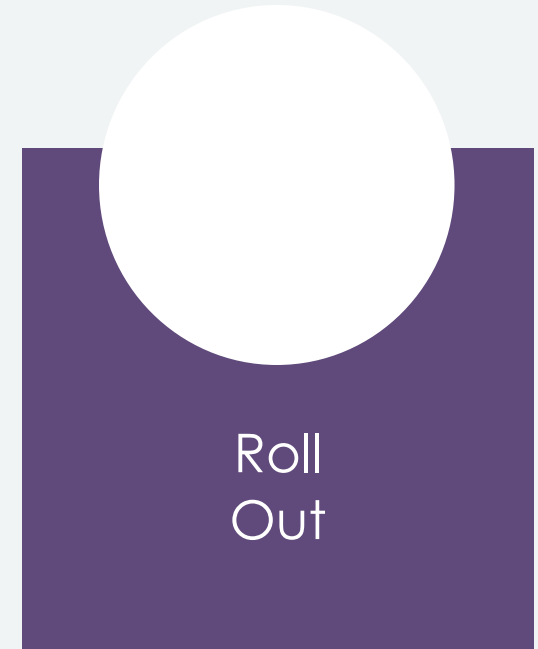
TO ESTABLISH INFRASTRUCTURE & MESSAGE CONSISTENCY



Tone &  
Voice

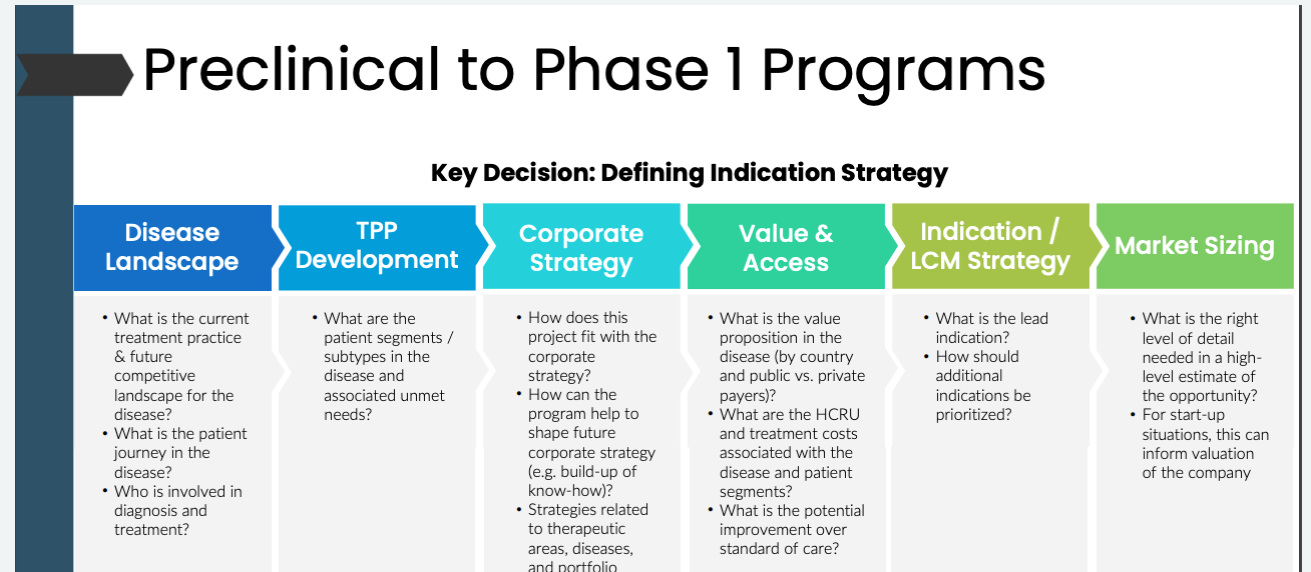


Leadership  
Coaching



Roll  
Out

NPP teams can contribute their knowledge to enhance the overall corporate communication strategy.



# You Can Help Pressure Test the Foundation More Than Once



What messages resonate?

How to leverage comms?

Who to target?

Key milestones and tactics?

Staying on plan and feedback?

# KEY TAKEAWAYS

- 1. There are mutual benefits of collaboration between corporate communication and NPP teams, actively seek out and partner.**
- 2. You can help inform message platforms to help maintain consistency, ensuring all communications align with the company's strategic goals.**

# Questions?

# Let's Talk.

Maria Liv Kjærgaard  
Living with schizophrenia



# Scientific Communication

Laëtitia Bouerat Duvold

# Disclaimer



- The content of this presentation is only representing my individual opinion, it is not representing my company position.



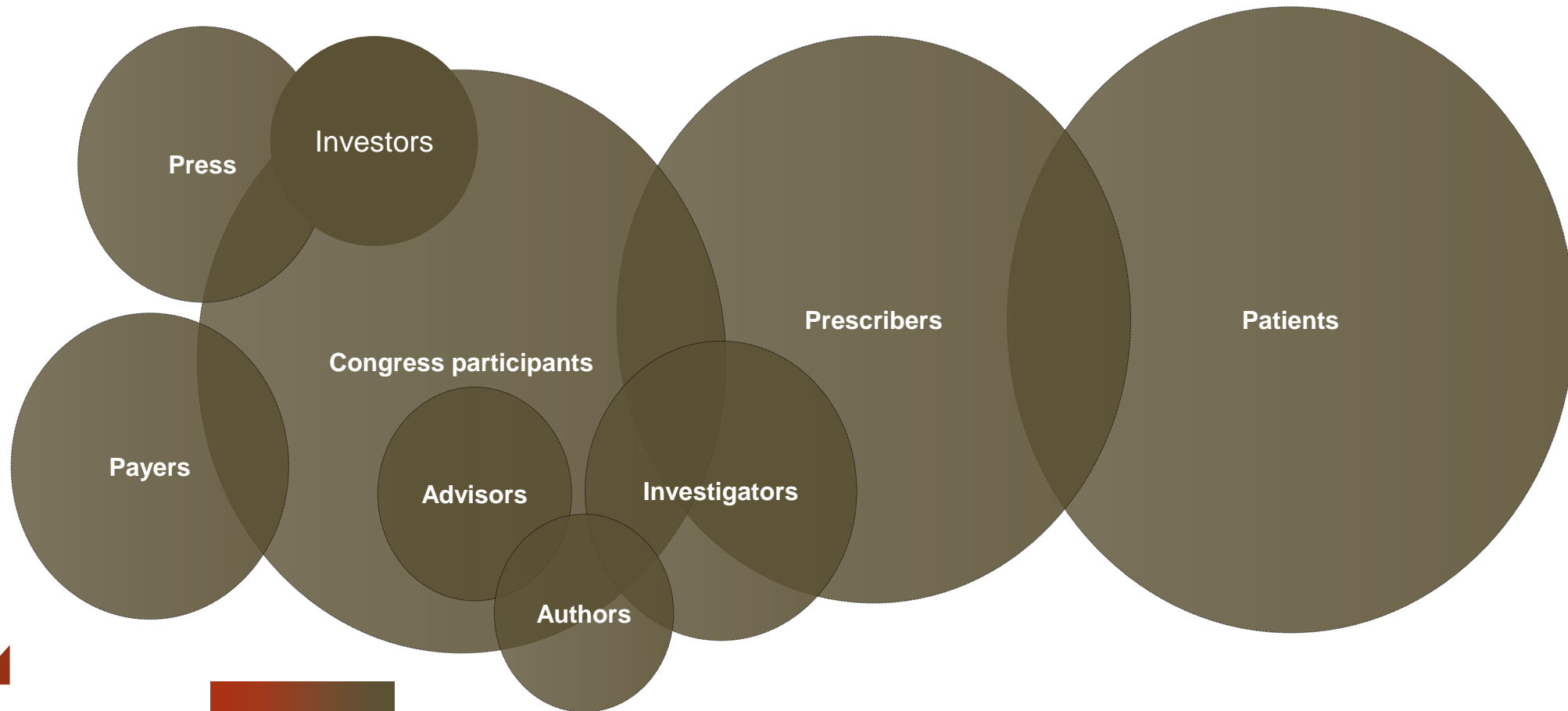
# Agenda



- The strategic role of Medical communications
- The Scientific Communication Platform (SCP), a well-established framework across Pharma Industry to elevate strategic role
- The SCP and my experience
  - The interconnection and interdependencies with other frameworks, in particular Brand planning, and also gap analysis/integrated evidence generation planning
  - How to approach practically, 1 example at Lundbeck
- Key learnings – strengths and challenges of the model
- *Not in scope for this presentation: omnichannel approach, use of new tech / AI to enhance impact of medical communication, measure of impact*

Data does not exist until it is communicated.....

# Target audiences for our communications overlap and share information



- *...so our communication must be consistent while addressing the specific needs of our various audience*

# The Basis



- Need for **strong internal framework** breaking internal silos enabling unified communication & narrative towards **multiple external stakeholders**



The SCP a well  
established framework  
MAPS recommendations

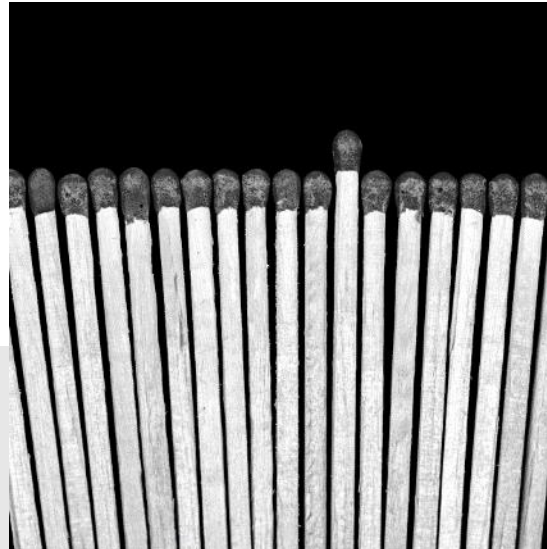


# Scientific Communication Platform Delivers 3 Primary Benefits



## Foundation

Ensures that content is well supported and grounded in scientific evidence



## Alignment

Provides internal alignment on communication approach across all functional areas



## Efficiency

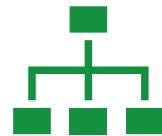
Assists in prioritization and improves efficiency upon implementation

# The Scientific Communication Platform Can Include Several Distinct Components



## Communication objectives

Prioritized set of objectives that address key educational gaps and opportunities



## Scientific statements

Hierarchically organized, standardized, scientifically accurate statements that describe the disease state and product



## Scientific summary

Short, high-level summary of scientific statements that provides a clear overview of key narrative elements



## Lexicon

Common vocabulary for communications that maintains accuracy and integrity while providing guidance on specific language and terminology



Best practice is to include all 4 components; however, selection of components depends on organizational dynamics and company-specific needs

# Pillars Are Composed of Grouped Information on Key Story Elements

## Example pillars

### Unmet need

- Epidemiology
- Patient population
- Burden of disease

### Mechanism of disease

- Anatomy
- Physiology
- Pathogenesis

### Diagnosis and treatment

- Diagnostic criteria and testing
- Clinical guidelines
- Treatment landscape
- Pipeline

### Pharmacological characteristics

- Mechanism of action
- PK/PD
- Formulation
- Dosing and administration

### Clinical evidence

- Safety
- Efficacy
- Patient-reported outcomes

### Real-world evidence

- Outcomes research
- Postapproval efficacy and safety
- Noninterventional research
- Patient registries

### Value story

- Health economic models
- Affordability evidence
- Comparative effectiveness



Work with your core team to customize pillar topics on the basis of individual program needs and insights gathered during earlier planning stages (eg, communication objective prioritization, learnings from stakeholder interviews and internal document audit)



# Scientific Communication Platform Supports Needs Across Functional Teams

## Clinical



Clinical development plan

Evidence-generation priorities

Scientific statements

Investigator meetings

## Medical Affairs



Medical Affairs plans

Publication and congress plans

Field medical resources

Medical Information resources (SRDs, FAQs)

Training and education

## HEOR



Health outcomes development plan

Evidence-generation priorities

Value messages

Managed care dossiers

Publication plan

## Commercial<sup>a</sup>



Brand message platform

Supporting evidence

Thought leader and HCP engagement plans

Speaker training

## Corporate Communications



Press release planning and key topics

Investor presentations

Digital and social media

FAQ, frequently asked question; SRD, standard response document.

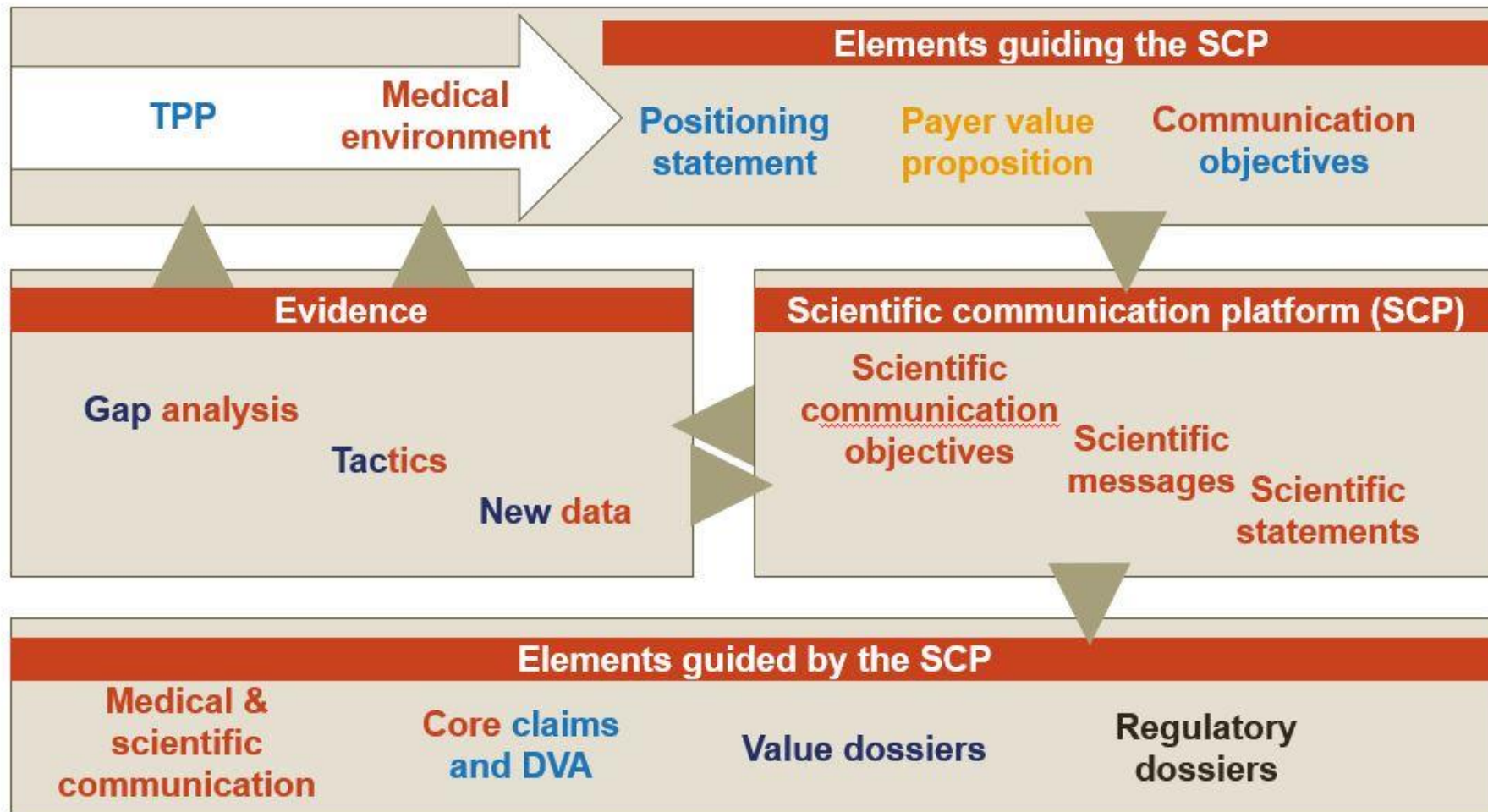
<sup>a</sup>If the platform will be used to support commercial communication needs, the Commercial team needs to be properly engaged in the development process.

Yuichi Mitsui  
Lundbeck employee



# My experience

# The SCP part of strategic ecosystem

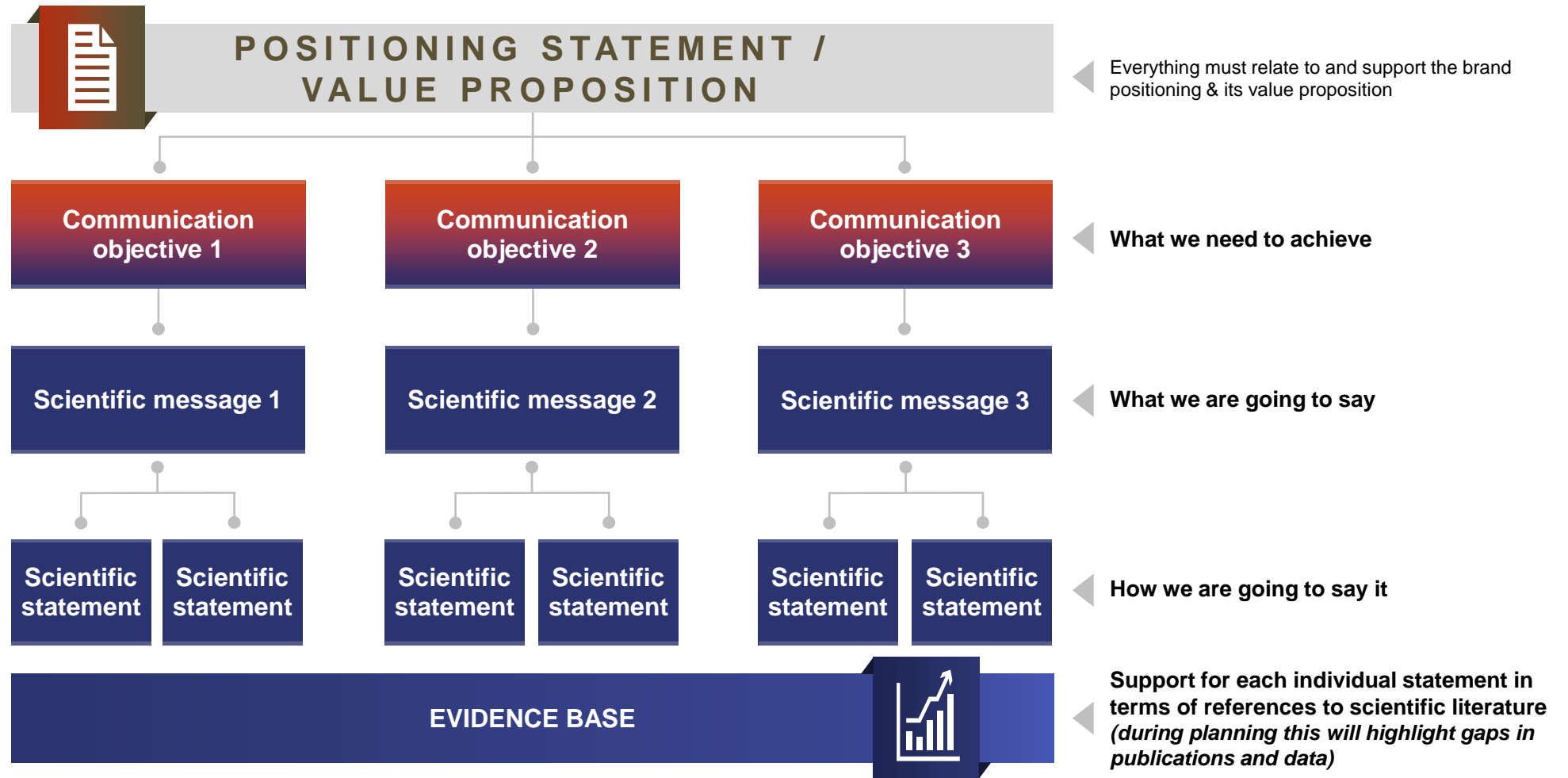


- Lead function**
- Marketing
- Market Access
- Medical Strategy & Communication
- Value Evidence
- Other functions

DVA=digital visual aid; SCP=scientific communication platform; TPP=target product profile

The communication planning process is, in practice, not linear. It is shown here as linear for the purpose of simplicity: 1) communication may commence before the positioning statement is completed and final; 2) parts may be updated leading to a need for revisiting 'downstream' plans and materials

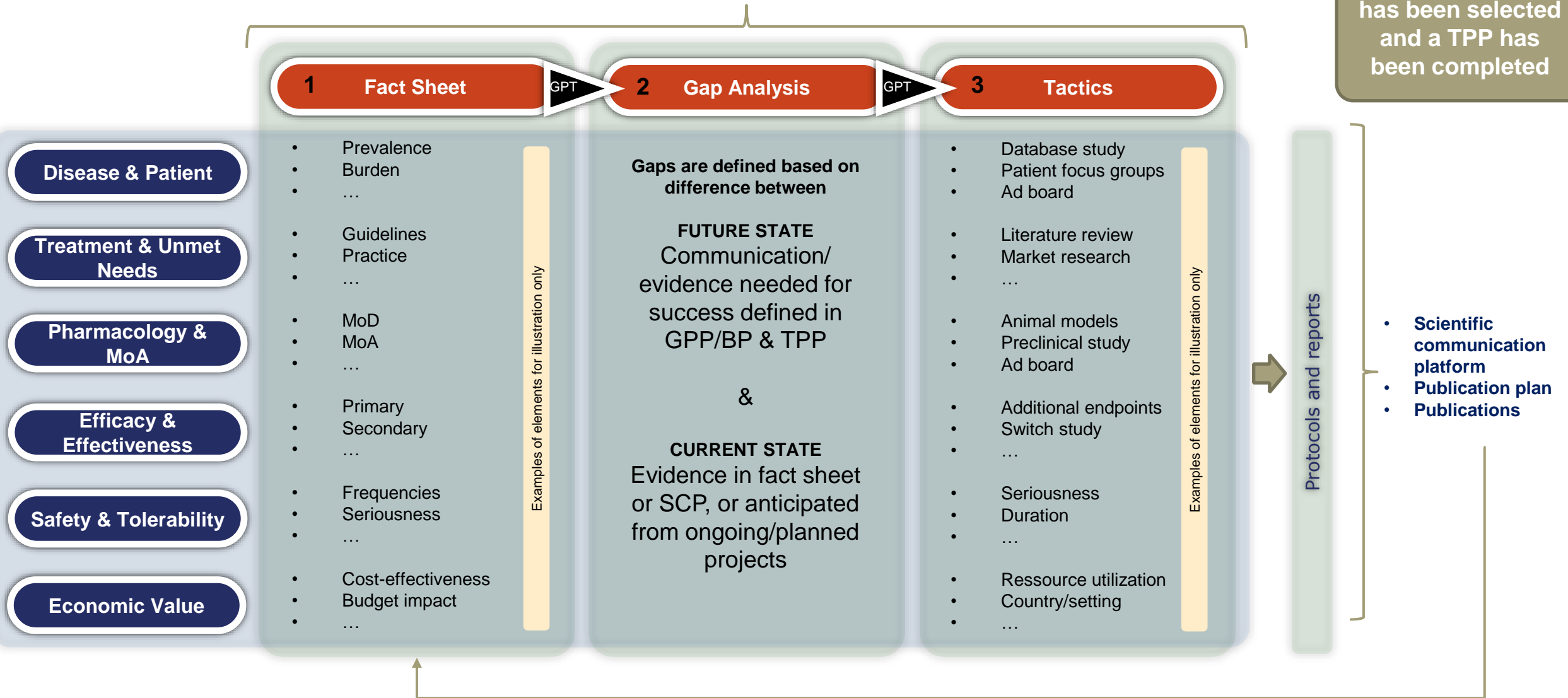
# SCP components



The communication planning process is in practice not linear, as shown here for the purpose of simplicity

- Communication may commence before positioning statement is completed
- Parts may be updated leading to a need for revisiting "downstream" plans

# Medical & Value Evidence Generation Plan





Jenna Humphries  
Living with migraine



# How to practically work with it

# Draft Process for Development of a Scientific Communication Platform

## STEP 1



Define vision and identify gaps

## STEP 2



Draft and prioritize communication objectives

## STEP 3



Develop primary and secondary statements

## STEP 4



Platform workshop

## STEP 5



Finalize platform

## STEP 6



Training and rollout



Although platform development generally requires 5 months, training and rollout can require an additional 1 to 3 months depending on scope (eg, global vs single country) and size of extended team

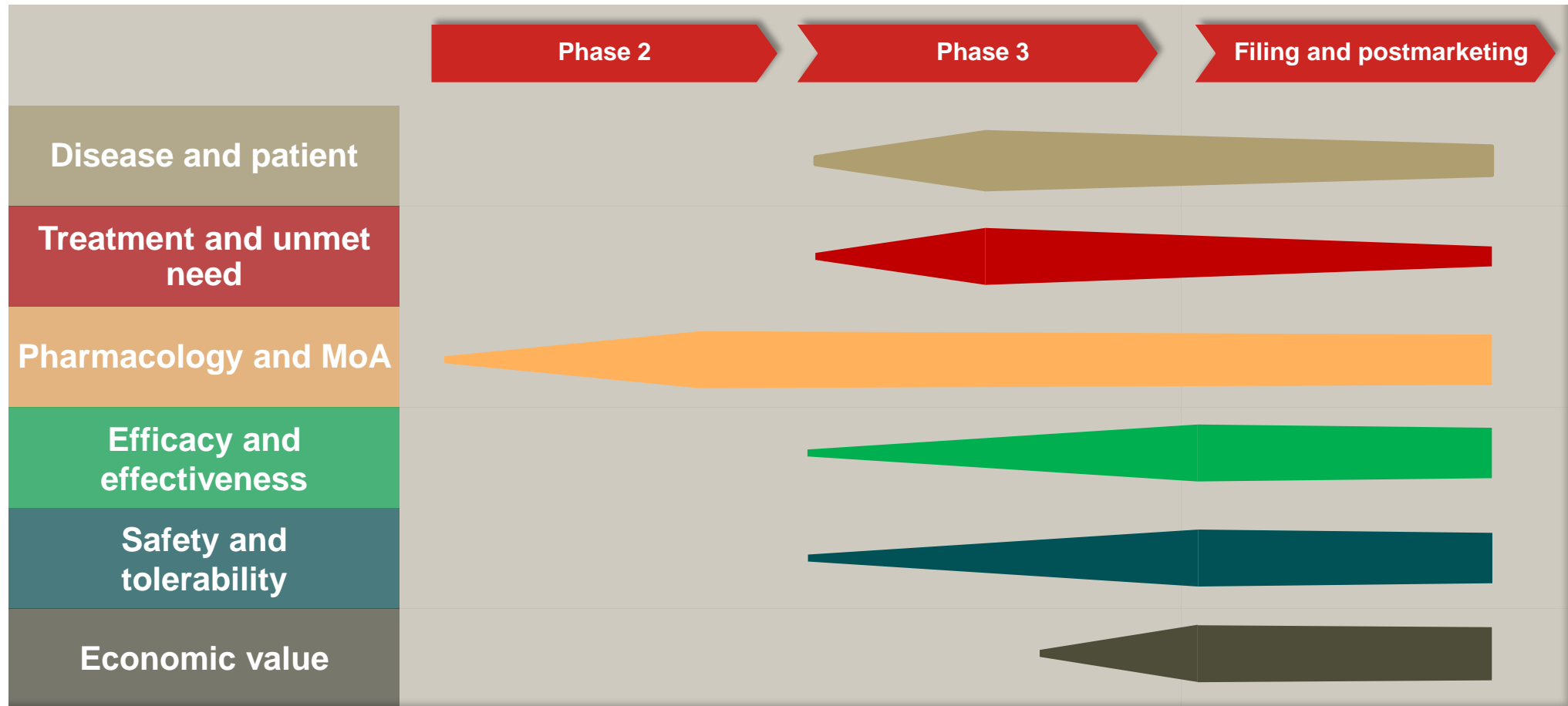


# An example at Lundbeck

## Phase 2 asset



# Communication strategy: Overall timing



# Strengths & Challenges

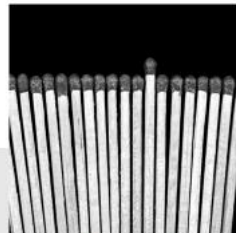


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### Efficiency

Assists in prioritization and improves efficiency upon implementation

Medical Affairs Professional Society | 2019

Medical Affairs Professional Society | 2019

## It works and fulfill the intention

- Unified communication ensuring consistency towards external stakeholders
- Upfront and early alignment helps the cross functional teams to work close together in one direction/break silos and drive efficiency

## Some of the challenges

- Resource consuming - Work at the right level at the right time.
- When teams' first experiences with SCP are for late stage development assets, the shift to early development and fit for purpose approach take extra efforts

# Key take aways



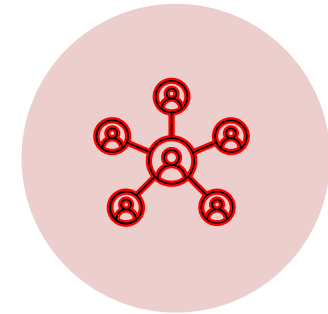
THE NEED FOR SCP IS ALREADY ESTABLISHED AND HAS PROVEN ITS VALUE ACROSS PHARMA



THE NEXT STEPS IS FIT FOR PURPOSE + CONNECT IT WELL WITH BROADER STRATEGIC ECOSYSTEM INCLUDING INTEGRATED EVIDENCE GENERATION PLANNING

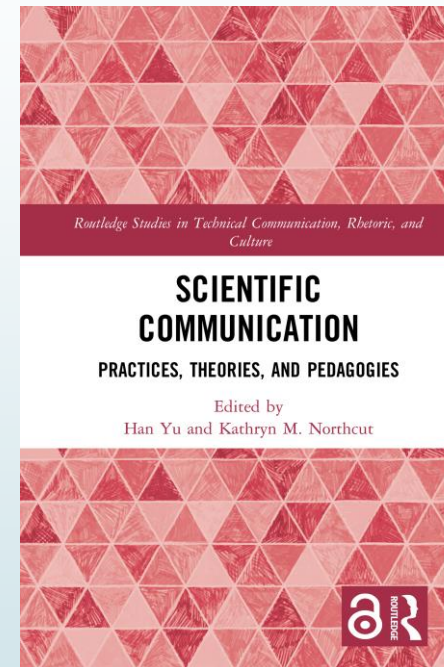
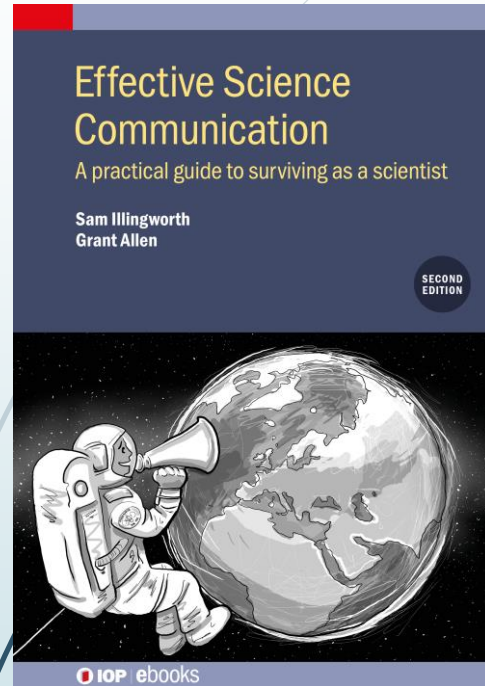


ESPECIALLY FOR EARLY STAGE ASSETS RIGHT LEVEL OF DEVELOPMENT AND LINK TO EVIDENCE GENERATION IS ESSENTIAL



WHILE IN LATER STAGE OMNICHANNEL / USE OF NEW TECH/AI APPROACH TAKES A MORE AND MORE PROMINENT ROLE

# Additional resources





Thank you!