



*Potential. Unleashed.*

# Launching with An Investor's Mindset: *Maximizing Returns in Life Sciences Product Commercialization*



# Meet Our Life Sciences Commercialization Experts

## Meet our life sciences commercialization experts



**Akira Robinson**  
Managing Director



**Bob Riefer**  
Managing Director

# Experience spotlight for our life sciences commercialization team



## CREO's team has seen first-hand how to optimize your outcomes:

Partnered with 20+ organizations | Drove 12+ launches | Led 50+ large commercial transformation programs  
Multiple therapeutic areas | Various operating models | Pre-commercial & large global companies

### Launch Strategy Office (LSO)

CREO's Launch Strategy Office (LSO) accelerates your strategic journey by leveraging cross-industry perspectives and generating consensus through our alignment and refinement framework.



**Market Shaping:** gaining perspectives on the intended market and leveraging your strengths to maximize market traction.



**Pricing & Market Access:** ensuring payers are engaged early and are educated on the product and its unique value.



**Competitive Strategy:** creating space for your product to succeed in the marketplace at launch and far beyond.

### Launch Management Office (LMO)

CREO's Launch Management Office (LMO) provides cross-cutting services that can be applied across the entire product journey.



**Launch Steering:** comprehensive, cross-functional launch planning and program leadership; PM support within individual functional areas; vendor & agency management.



**Launch Readiness Assessment:** analyzing the areas that are likely to make (or break) the launch of your product.



**Capability Design & Implementation:** developing right-sized solutions that are installed with speed and expertise.

# An overview of our interactive experience

*Today's webinar will be interactive, asking for your input throughout the event.*

For an optimal experience, the following features have been enabled:

1. Microphones will be muted for all non-panelists.
2. The Q+A feature is active for all questions during the presentation. Please submit questions at any time.
3. Zoom polls will be used during interactive segments. Please share your thoughts with us!

**Drug Development is  
an Investment**

# What do you think is the average cost of developing a new drug?

*Share your answer on Zoom with our poll.*



*\$515.8 million to  
over \$2 billion*

(including failures)



# Cultivating An Investor's Mindset

# The Investor's Mindset is a strategic approach to decision-making focused on maximizing long-term value, factoring in risk, and optimizing returns

Within life sciences, adopting an investor's mindset involves evaluating product launches not only for their clinical merit, but also for their potential to generate revenue, capture market share, and sustain growth over time.



## Traditional Launch Financial Planning

- I. Budget Creation by Leadership
- II. Fund Allocation Across Functional Areas
- III. Tactical Planning According to Launch Strategy
- IV. Strategic and Tactical Execution Commences
- V. Monthly Financial Reporting



## Investment-Driven Launch Financial Planning

- I. Create Investment Thesis
- II. Develop Deep Market Perspectives
- III. Create Highly Tailored Investment Strategy
- IV. Perform Bi-directional Goal Setting
- V. Assess Risk Tolerance
- VI. Select Impactful Tactical Investments
- VII. Monitor, Rebalance, and Adjust Regularly

The major differences between the traditional and investment-driven launch financial planning are in *creating an investment thesis, bidirectional goal setting, and incorporating a risk tolerance assessment*

# Investors start with an investment thesis to use as a “north star” for guidance



## The Investment Thesis

- Establishes principles, assumptions, and supporting evidence
- Serves as an ongoing decision support guide over the life of the investment
- Is provable & measurable – investors can monitor available data and performance for signs that the thesis may be flawed or that it is indeed valid



Annual and quarterly reports (10Ks and 10Qs) provide a glimpse into an organization’s corporate investment thesis and could be a good place to start when thinking about your launch’s investment thesis

In life sciences, the core of most investment theses will be patient-centric, such as maximizing the number of patients treated, but the nuances of *how* and *how soon* will help round out the thesis and help inform decision making during the launch phase

# Adopting an investment-driven mindset can fuel optimized launches

*Although the initial investment thesis was likely developed years before the product enters the launch phase, product launch teams can adapt these by following these 4 steps.*

**1** **Develop Deep Market Perspectives**  
Understand the full landscape to tailor every decision

**2** **Create a Highly Tailored Investment Strategy**  
Set SMART goals and perform risk assessment

**3** **Select Impactful Tactical Investments**  
Prioritize tactics that align with strategic goals

**4** **Monitor, Rebalance, and Adjust Regularly**  
Ensure all actions remain aligned with objectives and adapt to changing conditions



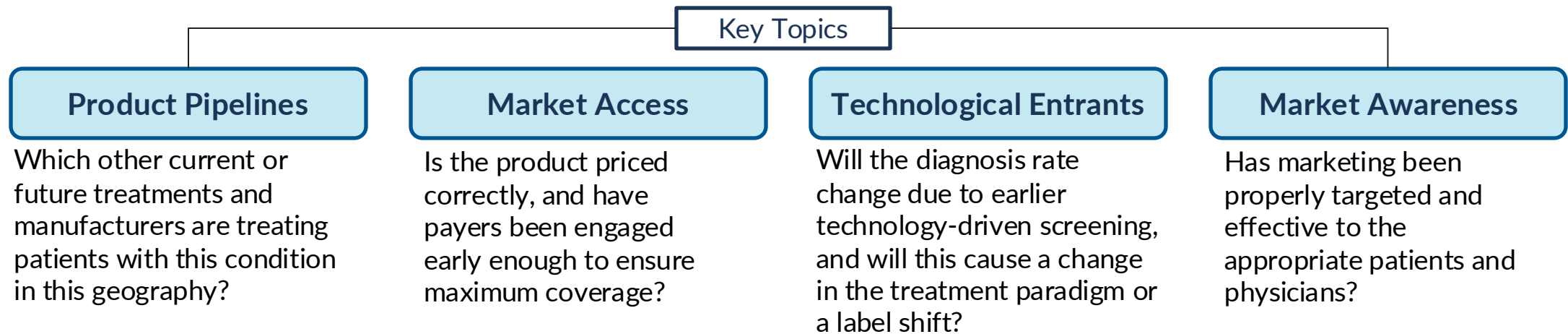


# High-performing investors know their markets intimately. Product launch organizations should be no different.

## Step One: Develop Deep Market Insights

*When establishing your market, consider:*

- Which condition(s) will this drug be approved to treat?
- What are the demographics of the patient population?
- In which geographies are we planning to launch this drug?
- Will this drug require reimbursement/payer coverage?
- Where will this drug be administered?
- Who will administer this drug?



# Which market insight topic do you think needs deeper analysis?

*Share your answer on Zoom with our poll.*

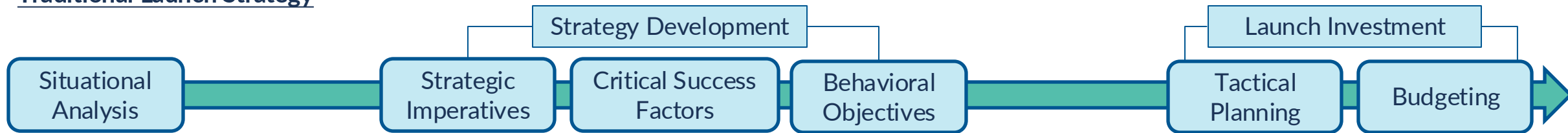




In finance, investment strategies typically include holistic goal analyses and a risk assessment. In life sciences, our launch strategies should consider the same.

## Step Two: Create Highly Tailored Investment Strategy

### Traditional Launch Strategy

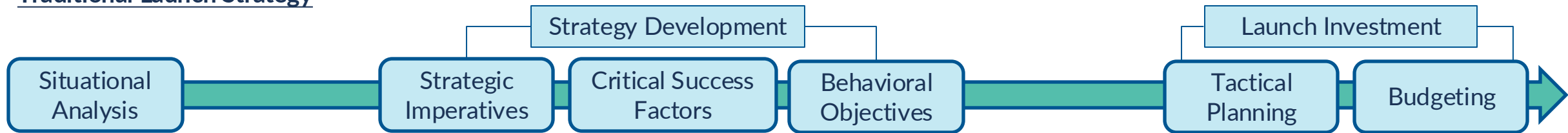




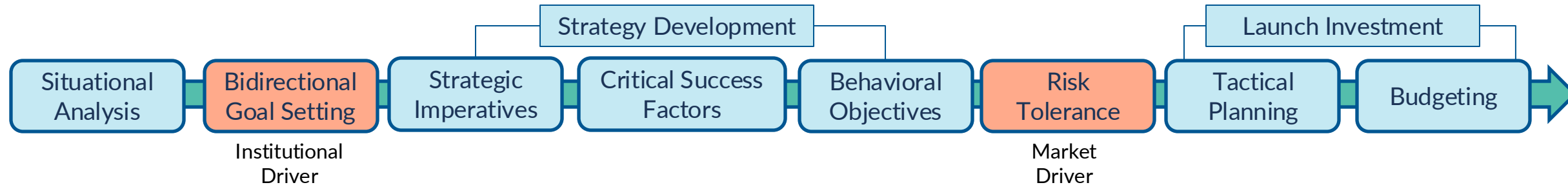
In finance, investment strategies typically include holistic goal analyses and a risk assessment. In life sciences, our launch strategies should consider the same.

## Step Two: Create Highly Tailored Investment Strategy

### Traditional Launch Strategy



### Launch Strategy with Investor's Mindset



- Institutional drivers are a combination of corporate, business unit or functional area, cross-functional launch team, and product-level goals from which relevant themes will emerge that will be important to consider
- Market drivers are a combination of internal and external factors or conditions that could impact the product launch

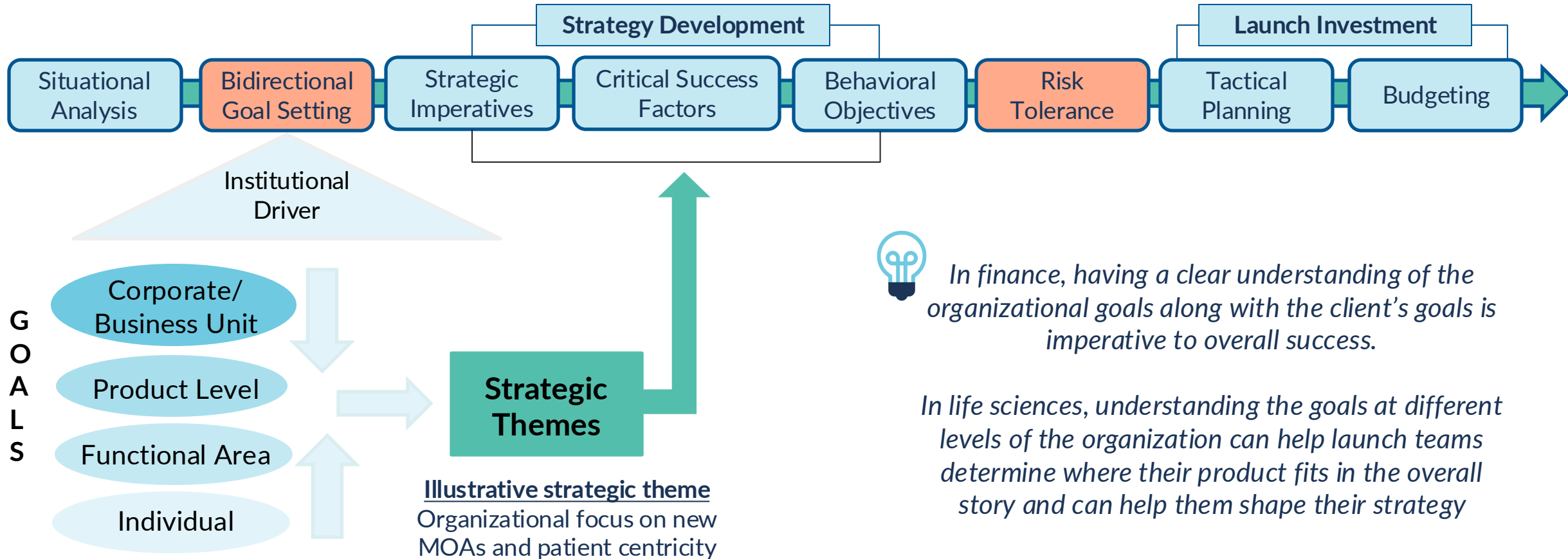




In finance, investment strategies typically include holistic goal analyses and a risk assessment. In life sciences, our launch strategies should consider the same.

## Step Two, Part A: Goal Setting with An Investor's Mindset

### Launch Strategy with Investor's Mindset

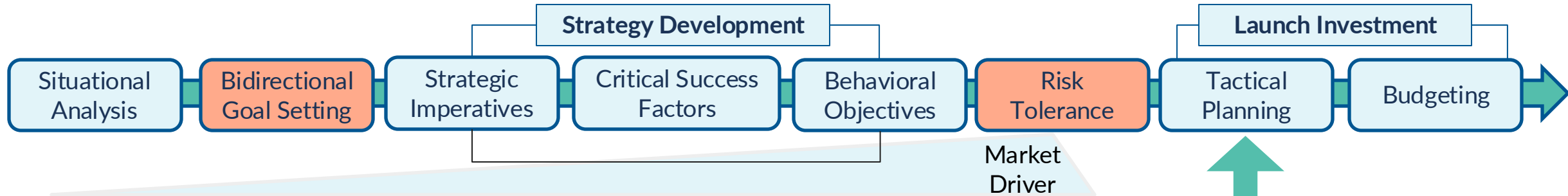




For financial investments, risk assessments should always be considered. In life sciences, we should assess the risk to our launch investments with special attention to timing.

## Step Two, Part B: Risk Tolerance with An Investor's Mindset

### Launch Strategy with Investor's Mindset



#### When assessing risk tolerance, consider\*:

- Is this your organization's first launch?
- Are there competitors entering your market post-launch?
- When do you expect generic entry?
- Are there any follow-on indications planned?
- Is your organization launching any other products soon?
- Do you expect any market-moving, tech innovations soon?

Risk Level



*In both finance and life sciences, assessing risk can be quite complex and multi-factorial.*

*In life sciences, the timing of risk factors plays a major role in assessing risk tolerance.*

*An organization with low risk tolerance may take a more conservative approach to tactical planning.*



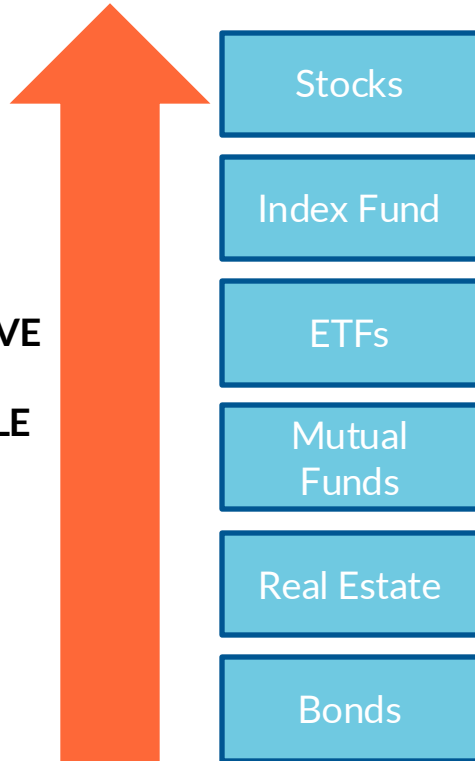
In finance, investors use their strategy and risk tolerance to choose investment options that align accordingly. In life sciences, we can apply this method to our tactic selections.

## Step Three: Select Impactful Investments

### FINANCE

Pre-sorted into categories

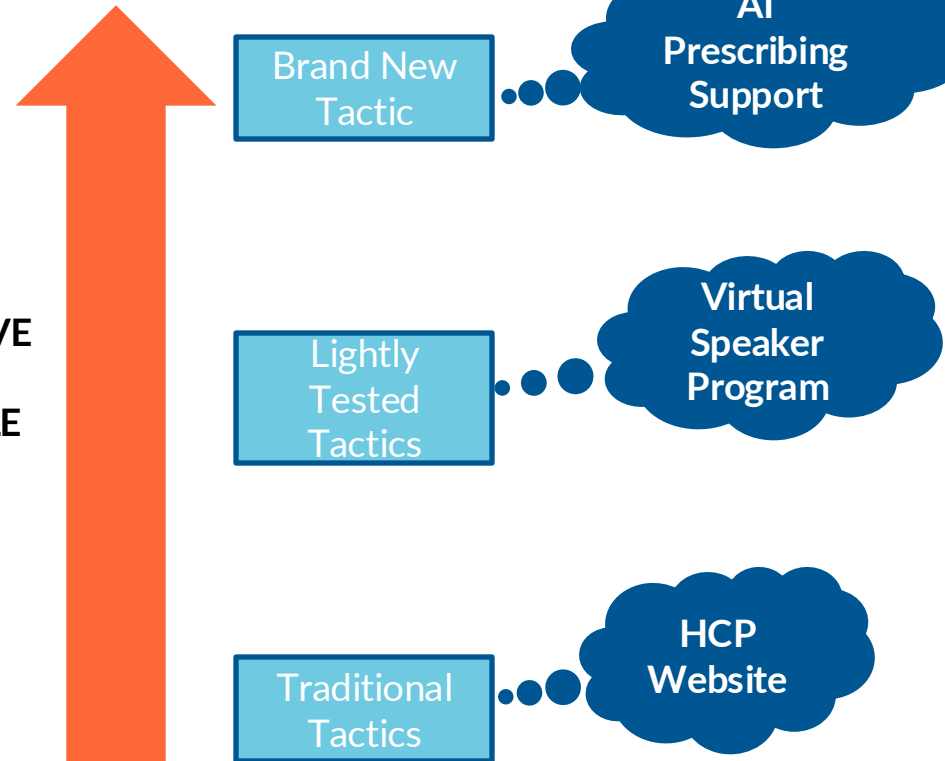
RELATIVE RISK PROFILE



### LIFE SCIENCES

Sort according to organization's style

RELATIVE RISK PROFILE



*Investment strategies that can absorb a higher risk tolerance could include investments with a riskier profile and vice versa.*

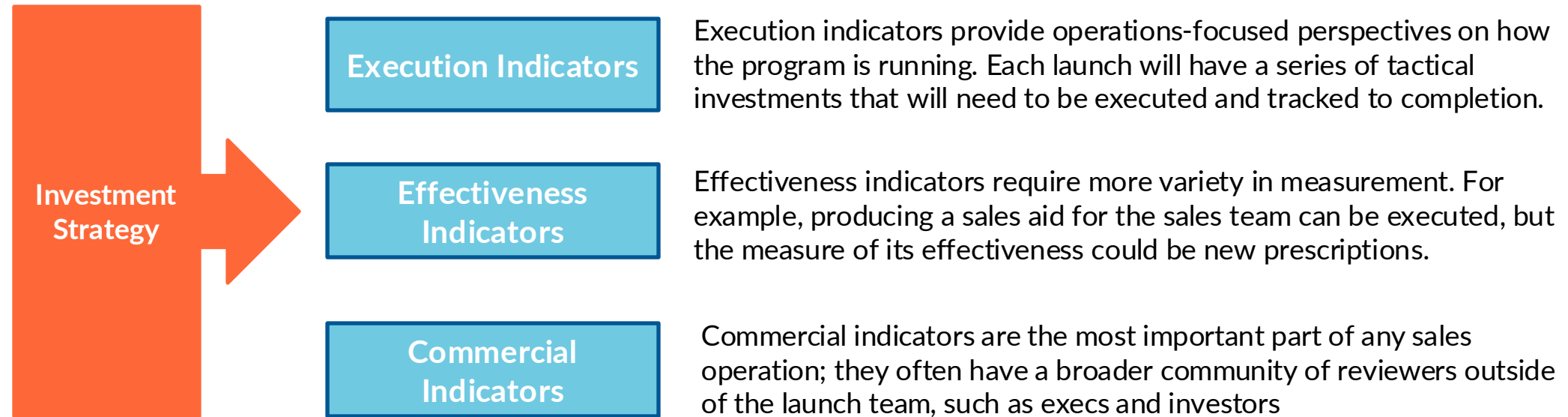
*Another way to manage risk is to select investments that provide a diversity of risk profiles to balance overall risk and maximize returns.*



Often real-time performance monitoring is available in finance, but in life sciences, what we monitor is more nuanced and will need some work to mimic “real-time”

## Step Four: Monitor, Rebalance, and Adjust Regularly

**Product launch organizations will want to monitor a portfolio of indicators that provide insights into the health of the investment strategy.**



**In finance and life sciences, changes can influence investment strategies. This makes it essential not only to monitor key indicators but also to adjust tactics as the strategy evolves.**

# How often do you think teams should revisit their strategy and investment/tactics?

*Share your answer on Zoom with our poll.*



Q+A

Share your questions now!



**Additional Questions?**

Email us at [arobinson@creoconsulting.com](mailto:arobinson@creoconsulting.com) and [briefer@creoconsulting.com](mailto:briefer@creoconsulting.com)

# Schedule A Consultation With One of Our Life Sciences Commercialization Experts

*Interested in learning more about how CREO can support your life sciences product launches? Schedule a consultation with Akira or Bob.*

**Akira Robinson**  
Managing Director  
Life Sciences Commercialization



**Bob Riefer**  
Managing Director  
Life Sciences Commercialization





# Read Our White Paper

*Learn more about cultivating an investor's mindset for product launch in our white paper.*



**Thank You**



*Potential. Unleashed.*

---

**Raleigh-Durham, NC**  
2605 Meridian Parkway, Suite 101  
Durham, NC 27713

**919.589.1212**

**CREOconsulting.com**  
**info@CREOconsulting.com**

## Disclaimer

These materials are designed and intended for the sole use by the board of directors and/or senior management of the client for whom they were created and solely for client business purposes. These materials are client property but may include intellectual property of CREO that cannot be further disclosed without a license from CREO. These materials shall not be copied or provided, nor the contents hereof disclosed, to any other person or entity ("Third Party") without CREO's prior written consent. Third Parties may not rely on these materials for any purpose and CREO shall have no liability or duty to any Third Party in any respect.

Any forward-looking statements contained in these materials were based on information available at the time they were prepared. Further, CREO has not updated these materials after the date herein and the information in the materials may become outdated or inaccurate and CREO shall have no obligation to update these materials after the date hereof. In some instances, these materials may not serve as a stand-alone document and may be incomplete without accompanying oral commentary. Any of the forward-looking statements contained in these materials may ultimately prove to be inaccurate or incomplete and actual events or results or the actual performance of the client may differ materially from those reflected in, or contemplated by, such forward-looking statements.

CREO does not provide legal, accounting, or tax advice. The client is responsible for obtaining independent advice concerning these matters and such advice may affect the guidance given by CREO. Further, any financial evaluations, projected market and financial information, and conclusions contained in these materials are based upon standard valuation methodologies, are not definitive forecasts, and are not guaranteed by CREO. CREO does not independently verify the data and assumptions provided by the client and used in the materials and CREO does not make any warranty as to the accuracy or completion of the information in the materials provided by the client or a Third Party. Changes in the data or assumptions may affect the analyses and conclusions. The services and materials provided by CREO are subject to the terms of prior agreements entered into between CREO and the client.