
How to conduct a war game: competitive readiness workshop

Working Program Example

Munich, Summer 2023



Agenda

- **War Game objectives**
- Project methodology in detail

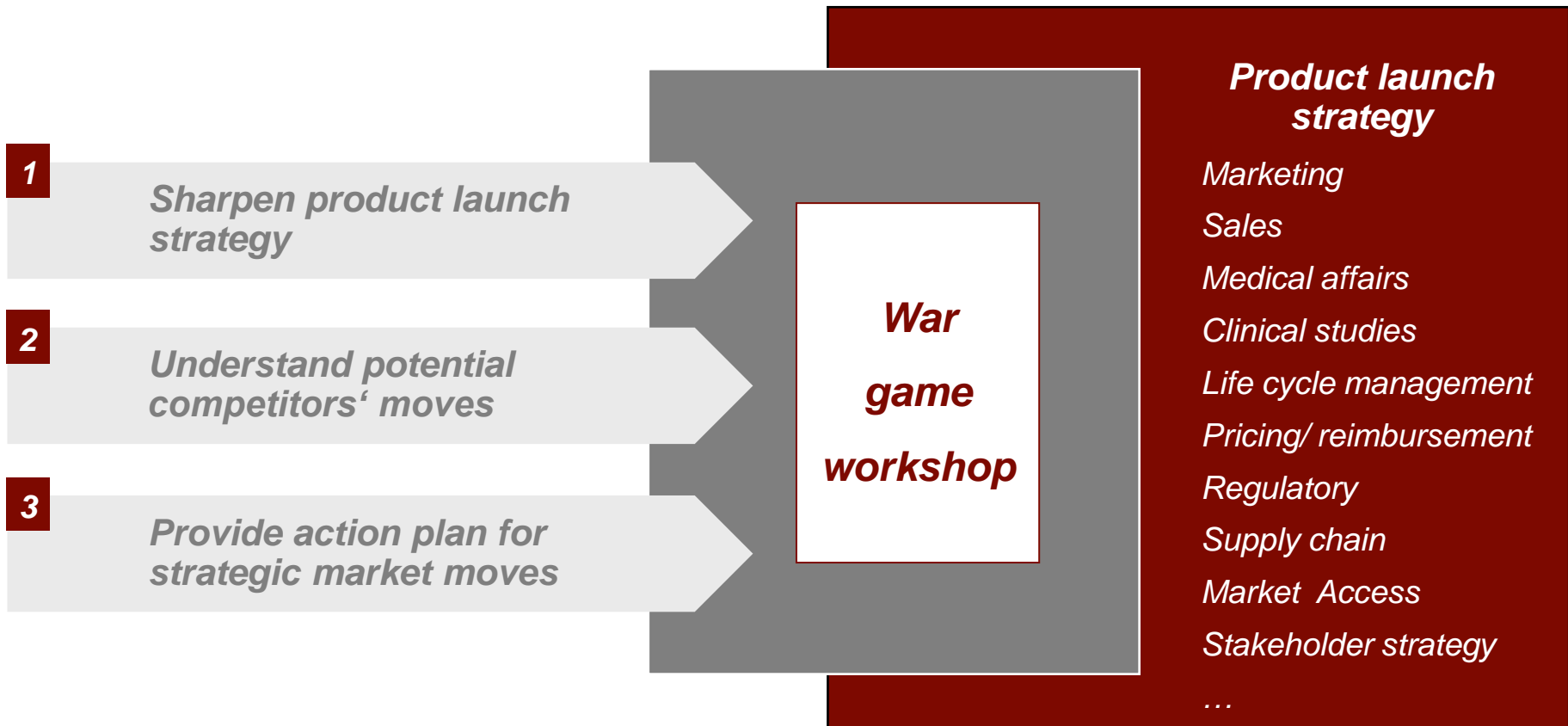
The war game offers a perfect opportunity to define and implement a competitive launch strategy

The war game helps our client to....

- Ensure an **open discussion** and comprehensive pro- and con-**analysis** of **different strategic options**
- Supplement **competitive information** and put it into a **new structure** and a **new perspective**
- **Anticipate** and **counteract** the **direct competitor's moves**
- Find a **consensus** on overall **strategy**
- **Maximize launch success**
- Gain a **competitive advantage**
- **Defend market share vs. the direct competitor**
- **Improve communication** between **Headquarters** and **local management**
- **Motivate** the **global brand team members** to tackle the upcoming challenges
- **Become aware** of the client's (unit, product, etc.) **strengths and opportunities** within a given therapeutic area in the country under review

Objective is to best prepare for a novel product launch or to reevaluate the competitive environment

Objectives for the war game



Agenda

- War Game objectives
- **Project methodology in detail**

Workshop methodology delivers a strategic action plan in a three-step approach

Methodology – War game

Step 1: SWOT analysis

Competitor	
S	W
O	T

Own product	
S	W
O	T

Step 2: Development of strategic options



Step 3: Consensus on strategy for own product

Presentation of strategy

Presentation of strategy

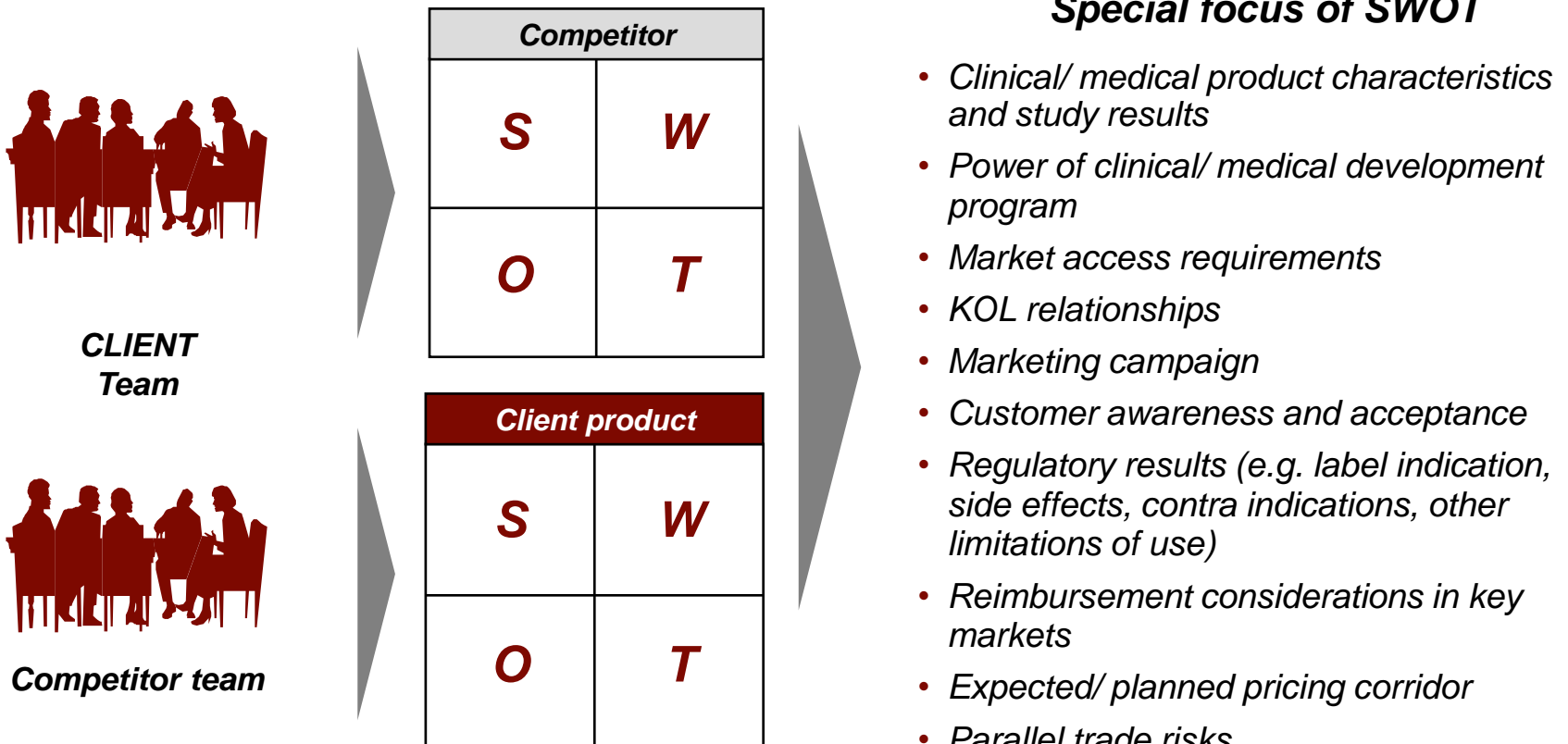


Consensus on action steps

Consensus on strategic action plan for own product against competitor

First task for this workshop is to prepare a SWOT-analysis – each team for the other team’s product

Detailed approach for step 1 (1/2)



The following key questions need to be answered for the SWOT analysis of the competitor product

Detailed approach for step 1 (2/2)

Example

Clinical Development, Medical Affairs

- How **strong** is the **available data** for clinical efficacy and safety?
- What are the **major side effects** and therapeutic **limitations**?
- How strong is loyalty and reputation of KOLs?

Marketing

- What are the **strengths** and **weaknesses** of competitors in terms of
 - Scientific conference participation
 - Promotional material
 - Customer (inquiry) services
 - Customer programs (KOL, pharmacists, payers, patients,...)
 - Publications and media coverage (including Internet)
- How does the product **fit** in the company's **current portfolio**?
- What are **current and potential partners** and what is/will be the impact on the market?

Market Access, Regulatory and Pricing

- What are the **opportunities** and **threats** of the **regulatory label**?
- What are potential **market access hurdles**, e.g. benefit vs. standard therapy (Nutzenbewertung)?
- What is the regulatory status and what are **expected approval dates** per region and country?
- What is the **current/ expected price corridor** after approval?
- Are there any **additional reimbursement opportunities**?

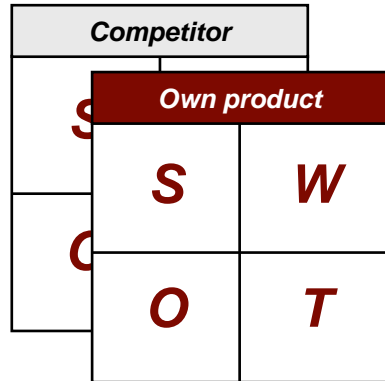
Sales and Distribution

- What are the **distribution channels** in major markets?
- What is the **sales force size** and structure in **major markets** and the **quality/experience** of the reps?
- What are the **expected peak sales** and **sales development** in the eyes of analysts?

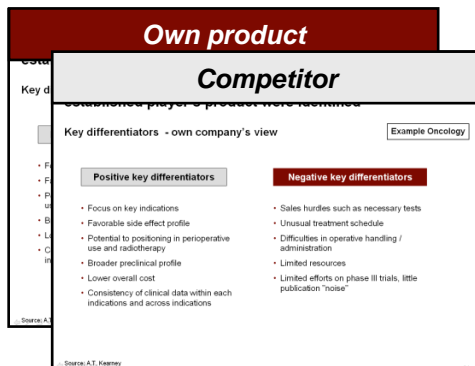
Teams identify key differentiators and success factors to develop strong strategic moves

Detailed approach for step 2

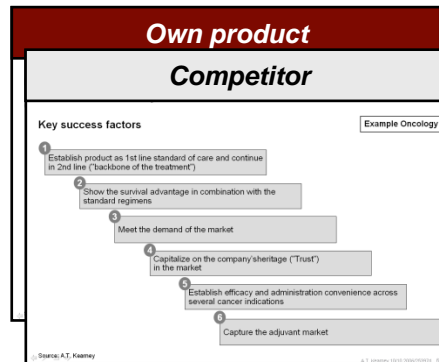
SWOT analysis (Output step 1)



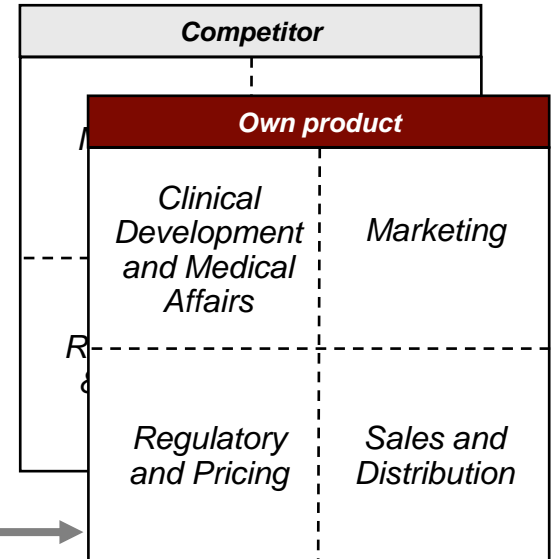
Key differentiators



Key success factors

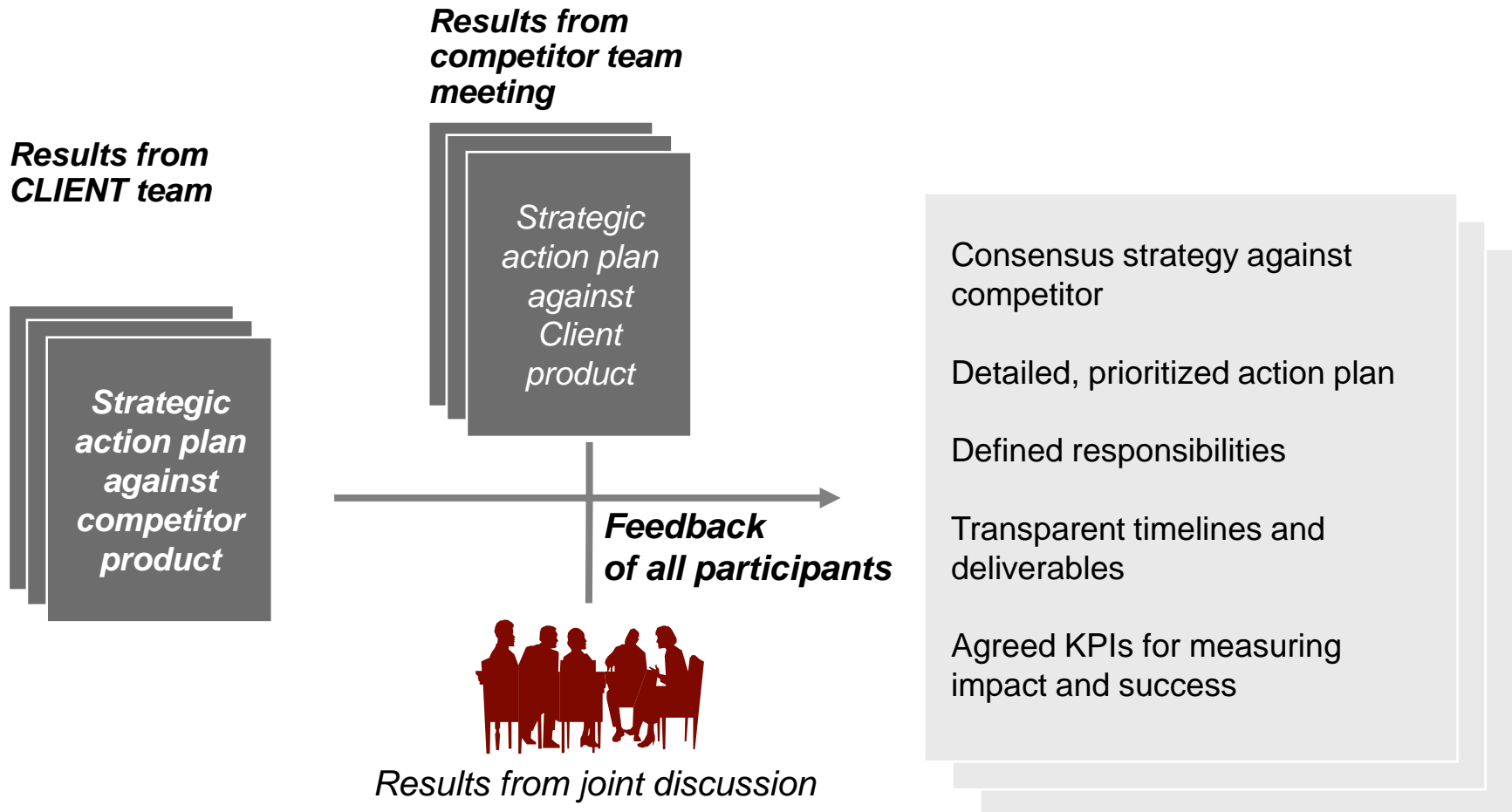


Strategic moves



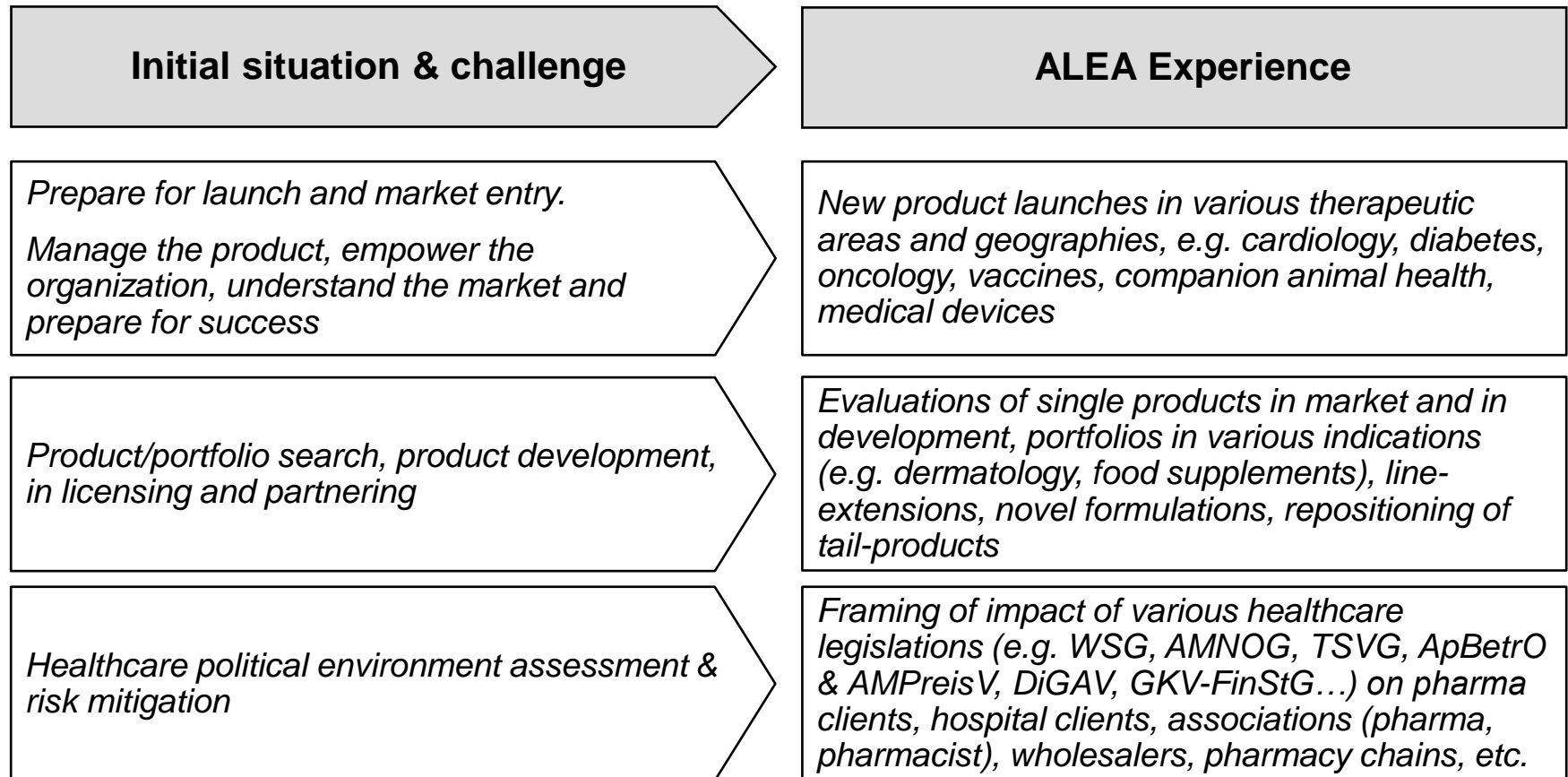
Finally, the strategy against Client's competitor will be finalized by all participants

Detailed approach for step 3



When to call? Here are some typical war game settings

ALEA Project Experience



ALEA's expertise and contact details:



Dr. Martin Schloh

- Founding partner of ALEA.
- More than 25 years hands-on experience in the Pharma Industry and Pharma & Healthcare Strategy Consulting
- He worked for Bayer Pharma in R&D and Marketing for 8 years and as Consulting Partner for clients in Pharma, Healthcare, MedTech, Hospital, Elderly Care and numerous Private Equity companies across Europe (incl. CEE), Russia, Turkey, and China.
- Companies: Bayer Pharma, Roland Berger, A.T. Kearney, PwC, and Oliver Wyman
- He earned a Ph.D. in Chemistry at the Massachusetts Institute of Technology

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Project Experience

- Led numerous launch audit programs assessing the launch readiness of the client in EU, Russia, China, Japan
- Conducted a commercial due diligence of a orphan drug company in Europe
- Advised a large multinational client in drug and companion device market entry strategy. Opened perspectives and conducted workshops around potential market access and reimbursement strategies in Germany and France
- Managed several launch execution programs preparing the organization, the product and the market for launch success. Drugs type and therapeutic areas: (1) monoclonal antibody in metastatic colorectal cancer; (2) small molecule drug in aggressive B-type cell non hodgkin's lymphoma; (3) novel (dual-mode) opioid in pain management
- Conducted market assessment in Germany for market entry of a novel coagulation monitor self-testing device
- While at Bayer, I led the launch team for a cholesterol-lowering agent and was member of the launch team for the co-promotional launch of a macrolide antibiotic and a line-extension launch of a quinolone in the UTI setting
- Conducted the clinical partner search for an early clinical development program in Europe
- Created a market access organization for a German pharmaceutical company
- Developed multiple market growth strategy programs for pharmaceutical clients looking to expand into Eastern Europe and Asia
- Conducted a worldwide review, gap analysis and action program development for regulatory affairs best practices for a global pharma company