

Knowledge Management and Decision Making in Pharma and Biotech

April 2024 Survey of 33 Industry Professionals



Survey Supports Need for Better Knowledge Management for Drug Discovery Decisions

- ◆ The Knowledge Management Advisory Board surveyed 33 pharmaceutical and biotech industry professionals about decision making in pharma and biotech companies.
- ◆ The survey focused on four issues: how and when to make decisions about the future of a drug program, the importance of target product profiles (TPPs) in those decisions, the role of artificial intelligence in those decisions, and the role of a company-wide knowledge management system in those decisions.
- ◆ Respondents overwhelmingly agreed (75%) that a pre-defined framework for making decisions about drug development is critical.
 - “Companies need to better understand what really matters to treating physicians and their decision making and what patients really care about”
 - “Companies should aim for perpetual assessment of trialing assets such that go/no-go decisions are made rather routinely per asset and in a more-or-less "organic" manner influenced by all relevant stakeholders “
 - “Tough to strike the right balance between throwing something out without proper view of what is possible and keeping something too long because you fell in love with your own (ugly) baby...”

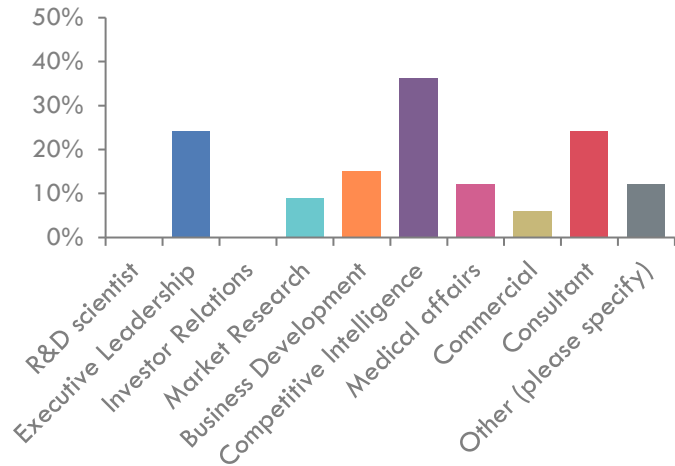
While respondents do not need more access to information, they do need better tools to maximize the use of that information. Within their own companies but especially for the industry as a whole, best practices are lacking.

TPPs, AI, and Company Wide Solutions are Coming, but Must be Done Correctly

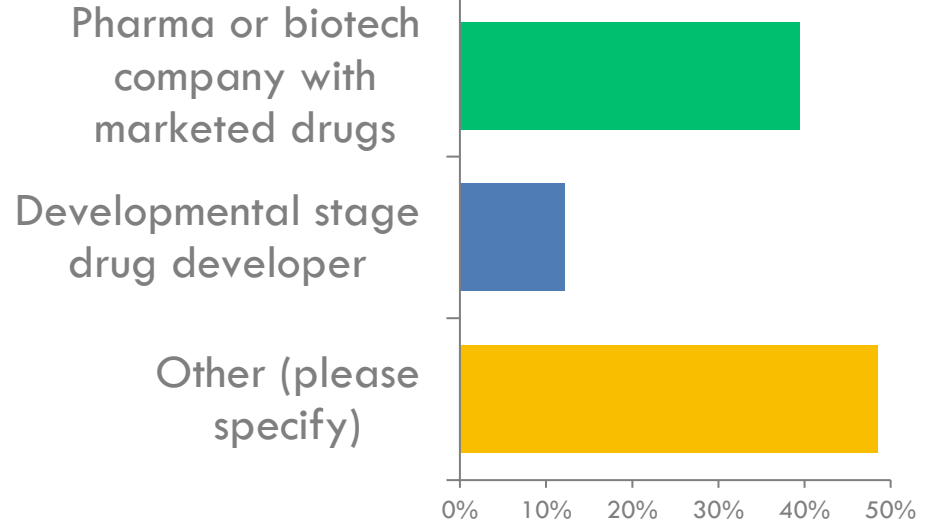
- ◆ Respondents were split as to whether TPPs were critical (54%) or nice to have (32%), with the comments indicating that the devil was in the details.
 - “TPPs are too often visionary and not realistic, not scenario based hence don’t enable strong planning processes”
 - “Companies have different views of what constitutes a TPP”
 - “Super important, as they keep us honest...however, sometimes team simply soften up TPPs over time...”
 - “Whether a TPP or otherwise it is important to have a framework with predefined decision points.”
- ◆ 50% of respondents urge attention to AI solutions for pharma decision making, while most of the rest (43%) are experimenting with it to find its proper place.
 - “AI should be used as any other powerful tool in our armamentarium, with care, reasoning, scrutiny, more than a dash of skepticism, and ample discussion”
 - “Companies need to embrace the technology and figure out how to best use it”
 - “We still do not use the full potential of AI and it is going to be a competitive factor soon, so we better get going....”
- ◆ Half of respondents have a company wide knowledge management system, but indicate that it should be optimized.
 - “We need to use our system more often and more consistently....”
 - “Still not used optimally.”

Participant Demographics

Our survey participants were evenly split between large pharma and consultants, with a few participants from developmental stage companies. Within those companies, competitive intelligence was the most cited role, with a variety of other roles including executive leadership, business development, and medical affairs.



Other: analytics, tech, COO

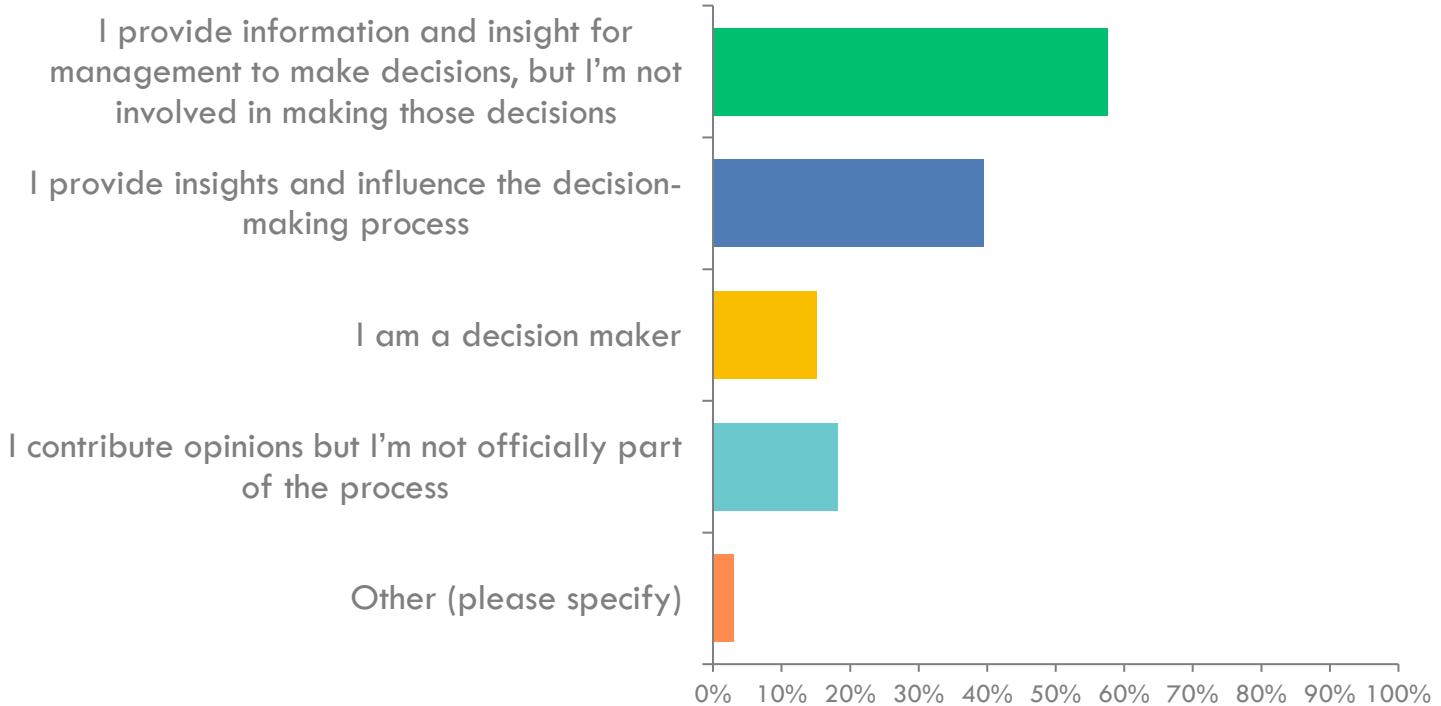


Other was mainly consultants (15) and one software engineer.

Respondents had a range of experience from 0 to 35 years. The average was 12.6 years, and the median response was 9 years.

Participants were involved in decision making processes.

Nearly all provide information for executive decisions, while half were involved in those decisions.



Respondents Identify A Systemic Need for Better Information Management



Access to information (middle question) was not a problem. Respondents agreed that distinguishing what is important from that data is a bigger issue, with the most agreement on the need for better industry practices that will lead to better decisions.

TIMING: Do drug sponsors (e.g., small, mid-, to large pharmaceuticals and biotech companies) need to take more risks when making go/no-go decisions on early-stage compounds, or are they continuing too long with losers?

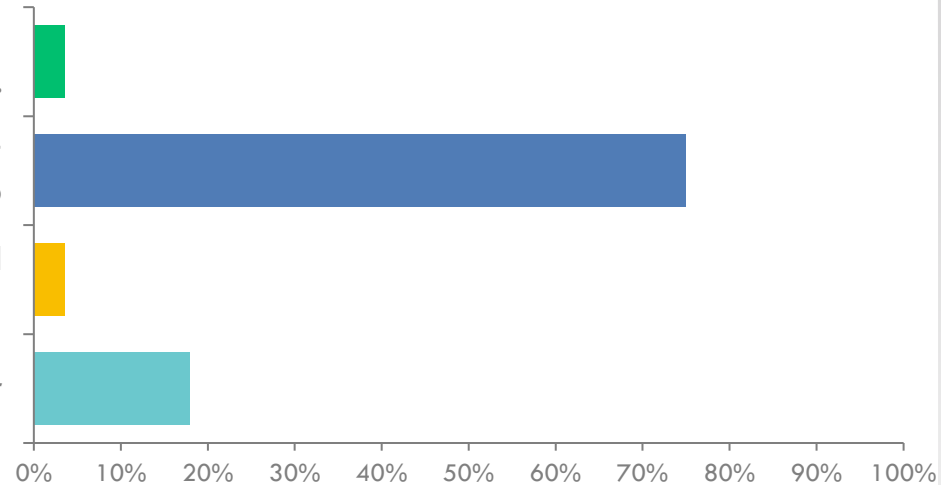
Companies should stick with their programs as long as possible. You never know when a breakthrough occurs.

Companies should have a pre-defined process that includes frequent go/no go decisions by leadership

Companies tend to stick with their programs too long, and should have a lower bar for cancelling programs.

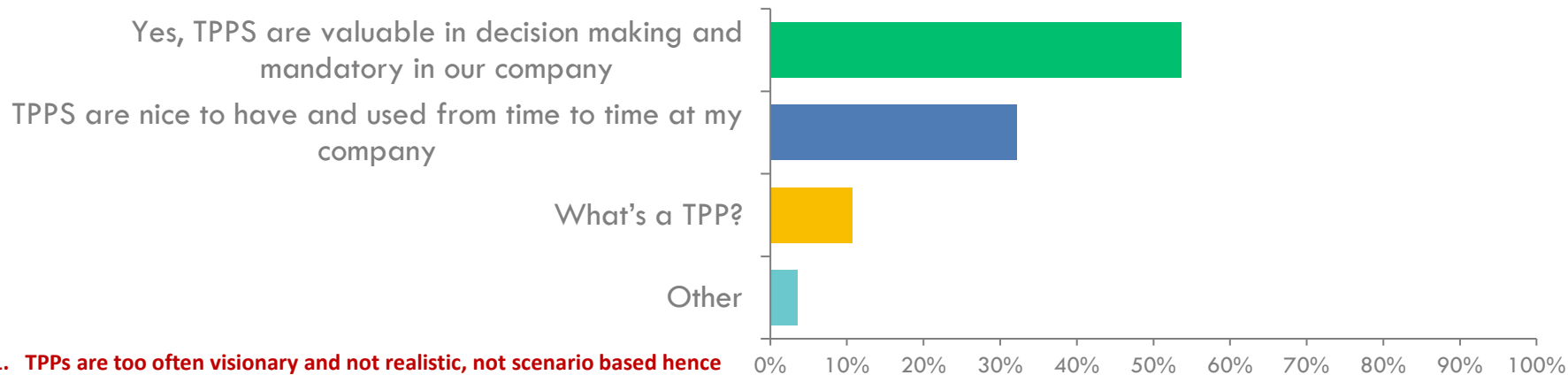
1. **Companies need to better understand what really matters to treating physicians and their decision making and what patients really care about, get out of the lab.**
2. **Companies should aim for perpetual assessment of trialing assets such that go/no-go decisions are made rather routinely per asset and in a more-or-less "organic" manner influenced by all relevant stakeholders** (albeit, naturally, to varying degrees). Following on, and depending on the resources of the sponsor, so called no-go decisions are, then, time/circumstance-influenced and **doors are inherently kept open for resurrection** (including internal development, out-licensing, other fates, etc.) of an asset **when appropriate, relevant, new information is brought to bear** that demands its being re-developed.
3. **No/go decisions early in the process are important, especially from a cost savings perspective.** If a program advances to later stage development and then gets stopped, it's at a great cost to the organization.

Other



4. **Tough to strike the right balance between throwing something out without proper view of what is possible and keeping something too long because you fell in love with your own (ugly) baby...**
5. I would say the third option **but it depends on the company**. Some companies make the no go decision in a fair time frame, but other companies (often the smaller ones) continue far too long.
6. **Small Biotech companies should stick with it no matter what. Bigger pharma companies have the luxury of making more rational choices but still need to keep an eye on the long term benefits.**

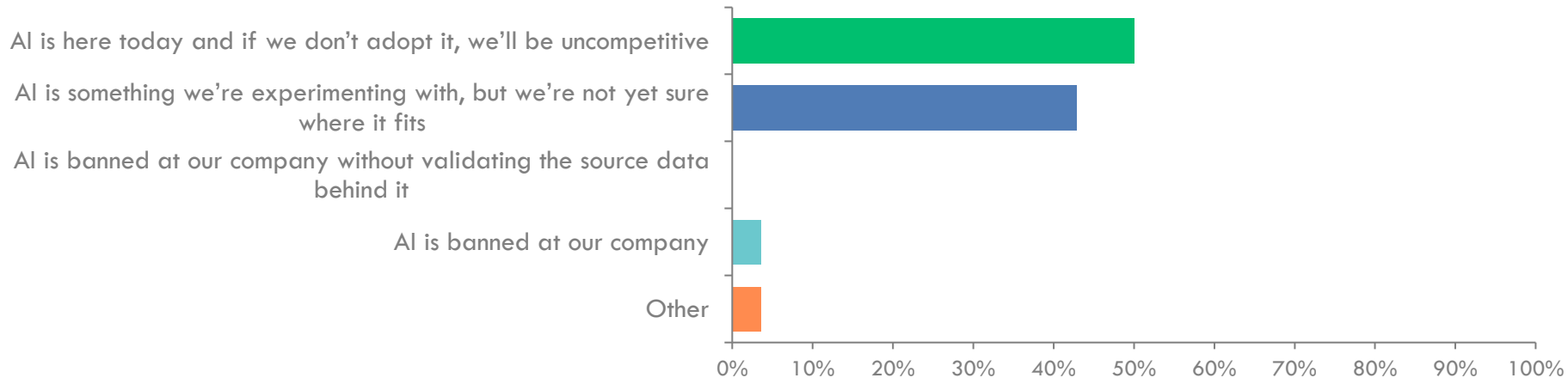
TPPs: Are target product profiles (TPPs) valuable in decision-making about a drug program, and how should they be used most effectively?



1. **TPPs are too often visionary and not realistic, not scenario based hence don't enable strong planning processes** why one TPP don't we always target the best
2. Great question. In my experience, **companies have different views of what constitutes a TPP** all the way from a package insert mock-up down to a bare bones, rudimentary depiction of an asset's various qualities / perceived qualities / forecast qualities. I, personally, favor those that are toward the package insert mock-up side of the spectrum because I think it gets different stakeholders interested, to varying degrees, in a depicted asset / depicted, competing assets across a broad range of asset features. Moreover, **forecasted / projected / targeted aspects of an asset's optimal label are more readily seen, scrutinized, evaluated, and brought to bear on go / no-go decisions, making such decisions more robust, meaningful, and true to prior and evolving vision. In this sense, TPPs are extremely valuable.**

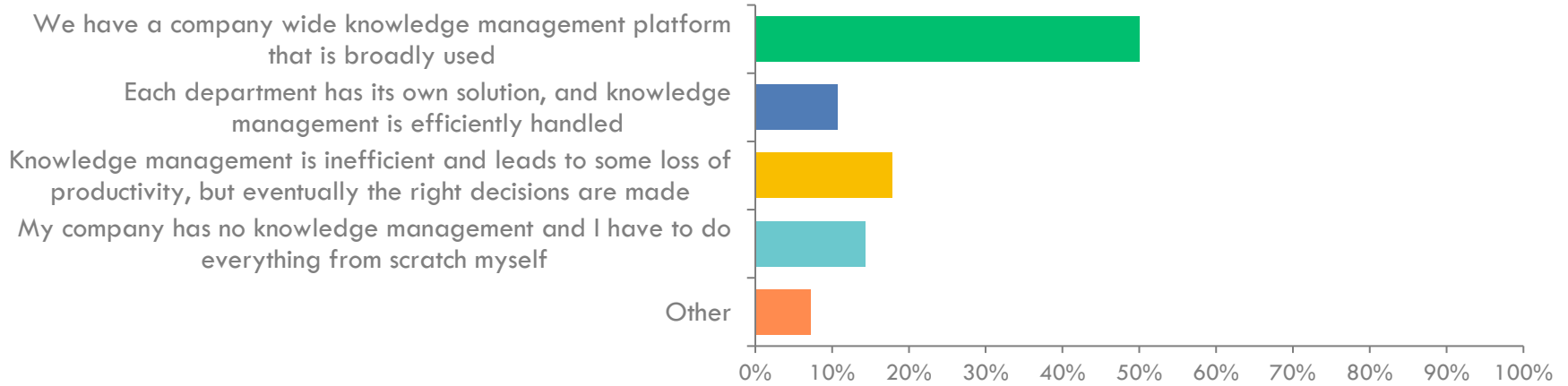
3. The TPP is the asset and they need to be a living document, continuously updated as new information becomes available. **I think of a TPP as a guidepost and if the milestones that need to be met are clearly laid out, go/no decisions are easier to make** at the right point in the development cycle.
4. **Super important, as they keep us honest...however, sometimes team simply soften up TPPs over time...**
5. **Whether a TPP or otherwise it is important to have a framework with predefined decision points.**

AI: How should AI be used to improve decisions around moving a new compound into clinical development?



- 1. AI should be used as any other powerful tool in our armamentarium, with care, reasoning, scrutiny, more than a dash of skepticism, and ample discussion** aimed to better resolve or better manage residual uncertainty.
- 2. Companies need to embrace the technology and figure out how to best use it**, whether it's to screen for targets, create competitor TPPs, or uncover insights.
- 3. We still do not use the full potential of AI and it is going to be a competitive factor soon, so we better get going....**
- 4. Need to ride the AI wave.**

Knowledge Management: What role does a company-wide system for organizing data, insights, and other information play in decision making at your company, and what are the best practices for managing this knowledge.



1. I am unaware if we have this or not.
- 2. We need to use our system more often and more consistently....**
- 3. Still not used optimally.**

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