

Summary

The FCCP student team partnered with Sanofi to develop a US launch strategy for a new infant vaccine.

Project Snapshot

Focus: Launch Strategy

Client: Sanofi

Industry: Healthcare

Type: For-profit

HQ: Bridgewater, NJ, USA

Challenge

Sanofi, a French multinational pharmaceutical and healthcare company, is also one of the largest global biopharmaceutical organizations in the world devoted entirely to human vaccines. The company's driving goal is to protect people from infectious diseases by creating safe and effective immunizations.

Sanofi had developed a new drug for childhood vaccination, but questioned how to maximize its initial uptake. They partnered with the Fuqua Client Consulting Practicum to develop a launch strategy with a team of Daytime MBA students.

Approach

To assist Sanofi in developing this vaccine launch strategy, the FCCP project team completed a strengths, weaknesses, opportunities and threats (SWOT) analysis, conducted stakeholder interviews, and developed a demand forecast under different market scenarios.

To inform this work, the team reviewed secondary research on patient behaviors relating to childhood vaccinations, looked at pricing and market performance of comparable drugs, and reviewed and refined market sizing, demand and revenue projections through an iterative process with Sanofi subject matter experts.

“Students provided a deep review of the RSV landscape through literature review and interviews summarizing, and then generating, an external (to the company) view on a commercialization strategy, noting opportunities and pitfalls for the US commercial team. The quality of the team members, IQ, EQ, work ethic, and business acumen was very impressive, and the end product reflected their skill.”

Dion Neame, North American Senior Medical Expert, Sanofi Pasteur

Recommendation



The team determined that immunization recommendations from public health officials were likely to be the most significant factor influencing the market penetration rate of the vaccine. However, patient and provider education about the severity of the disease and the benefits of immunization were important steps that Sanofi could take to increase uptake of the vaccine.

Consequently, the student team proposed a series of initiatives, such as educational one-pagers, social media and email campaigns, and connecting with a set of strategic partners to help spread the message.

The recommendations were presented to Sanofi, along with a list of next steps including a feasibility and ROI analysis. "The students were great outside-the-box thinkers," said Maribel Tribaldos, Global Head of Health Economics & Value Assessment at Sanofi Vaccines.



Sam Rieger
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Lead – Market Sizing



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Sam Keeney
Student

Lead – Opportunities
& Threats



Bingwen (Kris) Wang, MD
Student

Lead – Strengths &
Weaknesses

The Sanofi FCCP team was comprised of student consultants from a variety of pre-MBA backgrounds, including veterinary medicine, cardiovascular drug and medical device development, chemical engineering, neuroscience, and cardiothoracic academic healthcare research.

“Sanofi cross-functional teams agreed that this objective and unbiased appraisal of the market SWOT — with a well-thought-out and constructed strategic approach to the commercialization of the vaccine — reinforced and provided additional strategies for the Sanofi cross-functional team.”

Dion Neame, North American Senior Medical Expert, Sanofi Pasteur

About FCCP

The Fuqua Client Consulting Practicum is a for-credit experiential learning course at Duke University's Fuqua School of Business. In FCCP, students apply their business skills and relevant work experience to an active project engagement with an external client. Interested in engaging our students? Learn more at www.fccp.fuqua.duke.edu.