

EVERNORTH
HEALTH SERVICES

**SEPTEMBER
18-20, 2023**

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Ballpark Village
St. Louis, MO

Conference Workbook

Elevating what's possible.

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The Sales and Marketing
Pharmacy Benefit Conference



**SESSION NOTES
AND ACTION ITEMS**

**PBM BEST PRACTICES
AND GAP ANALYSIS**

NOTE PAGES

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THE EXPRESS SCRIPTS® PHARMACY TRAINING SERIES
IS PROUD TO BRING YOU ELEVATE 2023

Master pharmacy through online training.

Empower your organization with a three-step suite
of interactive modules.

UNDERSTAND

Learn PBM basics, the value of integrating medical and pharmacy benefits, and how to create more savings for everyone.

DISCOVER

Find out how to manage specialty conditions, how to use strategic pricing to retain clients and which strategies build the ideal pharmacy benefit.

ELEVATE

Explore broker engagement strategies, best practices for your RFP and finalist process, and the most effective sales messaging for achieving success.

ENROLL YOUR PLAN TODAY.
Contact your Growth Team to learn more.



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**SESSION NOTES
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NAVIGATING INDUSTRY HEADWINDS

Key takeaways

- + There has never been a greater attack on the existing health care landscape.
- + The market is crowded with competition, that offer more media coverage than substance and unique capabilities.
- + We are aligned and support your efforts for transparency, driving to lowest net cost, and consumer engagement.
- + Health Plans are best positioned to address employer and consumer needs.

Next steps

- + The panelists will be a few steps away to answer your questions at Elevated Engagement.
- + We can support your efforts to further engage from a legislative and marketing perspective.

**IF YOU REMEMBER
NOTHING ELSE,**

**REMEMBER
THIS:**

The conversation does not stop here. Continue your engagement and evolution. Leverage your growth and the account team to further review options that support where you need to be in your market.

UNCOVERING YOUR DIFFERENTIATION

Key takeaways

- + You likely have solid differentiators, which are not incorporated in your sales messaging.
- + A full understanding of your differentiators will allow you to unlock the full power of great marketing.
- + Alignment is critical – in the end it's people who deliver all of your sales messages.

Next steps

- + Talk to your growth team about starting the value prop 2.0 workshop.
- + Have your marketing teams watch the replay of this session on the GSD hub.

**IF YOU REMEMBER
NOTHING ELSE,**

**REMEMBER
THIS:**

Finding your true differentiators is the key to standing out in the market.

REBATE STRATEGY IN A CHANGING ENVIRONMENT: AMP CAP AND BIOSIMILARS

Key takeaways

- + We are in the midst of unprecedented changes impacting how we secure value from pharma.
- + You need to have a flexible approach to communicate rebate value to your stakeholders.
- + Continue to leverage Express Scripts to drive to the lowest net cost.

Next steps

- + Update your formulary strategy to account for new biosimilar releases.
- + Make sure your plan is protected and decide which path you will take.

**IF YOU REMEMBER
NOTHING ELSE,**

**REMEMBER
THIS:**

The pharmacy marketplace is continually evolving. As it evolves, it requires a continued refresh of how market dynamics change and how those changes affect your ability to compete.

TRENDING TOPICS IN PHARMACY

Key takeaways

- + Affordability and predictability for plans, employers and members is becoming even more of a hot topic in the pharmacy space with the significant trends seen with GLP 1s, specialty products, and proliferation of Gene therapies.
- + Solutions to curb spend in the growing spaces of GLP 1s and specialty needs to be considered for both short term benefit vs long term outcomes and opportunities, such as reduction of copay assistance in the specialty space.
- + Behavioral Health has come further into focus as a need for members and plans need to continue to focus on this space to help improve a member's outcomes holistically both on the pharmacy and medical benefits, furthering the value of integration.

Next steps

- + Stop by Elevated Engagement to dive deeper into these topics and ask your specific questions to our clinical and specialty subject matter experts!
- + Evaluate your coverage and solutions not only from a competitive landscape perspective but also from the lens of your spend and trend perspective for both the short term and long term.

**IF YOU REMEMBER
NOTHING ELSE,**

**REMEMBER
THIS:**

Your Express Scripts clinical and specialty teams are here to support you and help you navigate this ever changing landscape.

INSIGHTS TO DRIVE YOUR SALES STRATEGY

Key takeaways

- + Keep your clients, and those they serve, at the center of everything you do.
- + Descriptive data is table stakes. Leveraging psychographic data focused on buyer needs and pain points will differentiate your health plan.
- + Insights are useless until you integrate them as part of your sales strategy and messaging.

Next steps

- + Identify existing resources/tools within your health plan that you can start leveraging today.
- + Reach out to your growth team to access additional data and insight.

**IF YOU REMEMBER
NOTHING ELSE,**

**REMEMBER
THIS:**

Adopting an outside-in approach enables you to create more personalized and targeted sales experiences.

DISSECTING COALITION ECONOMICS

Key takeaways

- + Understand the coalition “sweet spot” and build a proactive sell against strategy.
- + Properly articulating your financial value is critical to defending against coalitions.
- + Don’t be afraid of aggressive contract terms or disruptive solutions to drive value.

Next steps

- + Work with the growth team to create your coalition pricing strategies.
- + Align internally with your organization on pricing best practices.

**IF YOU REMEMBER
NOTHING ELSE,**

**REMEMBER
THIS:**

You have all the tools to beat coalitions on a regular basis, so make it happen.

CREATING A WINNING SOLUTIONS PORTFOLIO

Key takeaways

- + Consistently re-evaluate your clients point solution ecosystem to ensure you're meeting their needs.
- + At least annually, review your existing solution portfolio to ensure they are performing as intended and your sales team can properly articulate their value.

Next steps

- + Contact you growth director & account team to discuss scheduling the Solutions Assessment.

**IF YOU REMEMBER
NOTHING ELSE,**

**REMEMBER
THIS:**

If your sales team cannot properly articulate a solution's value, it has no value.

FIRSTHAND INSIGHTS: CONSULTANT PANEL AND Q&A SESSION

Key takeaways

- + You must engage regularly with your key stakeholders – consultants.
- + Consultants can't tell your pharmacy story unless you give it to them and they understand it.
- + Engaging with your growth team allows you to connect with the Express Scripts consultant relations team to help plan engagements.

Next steps

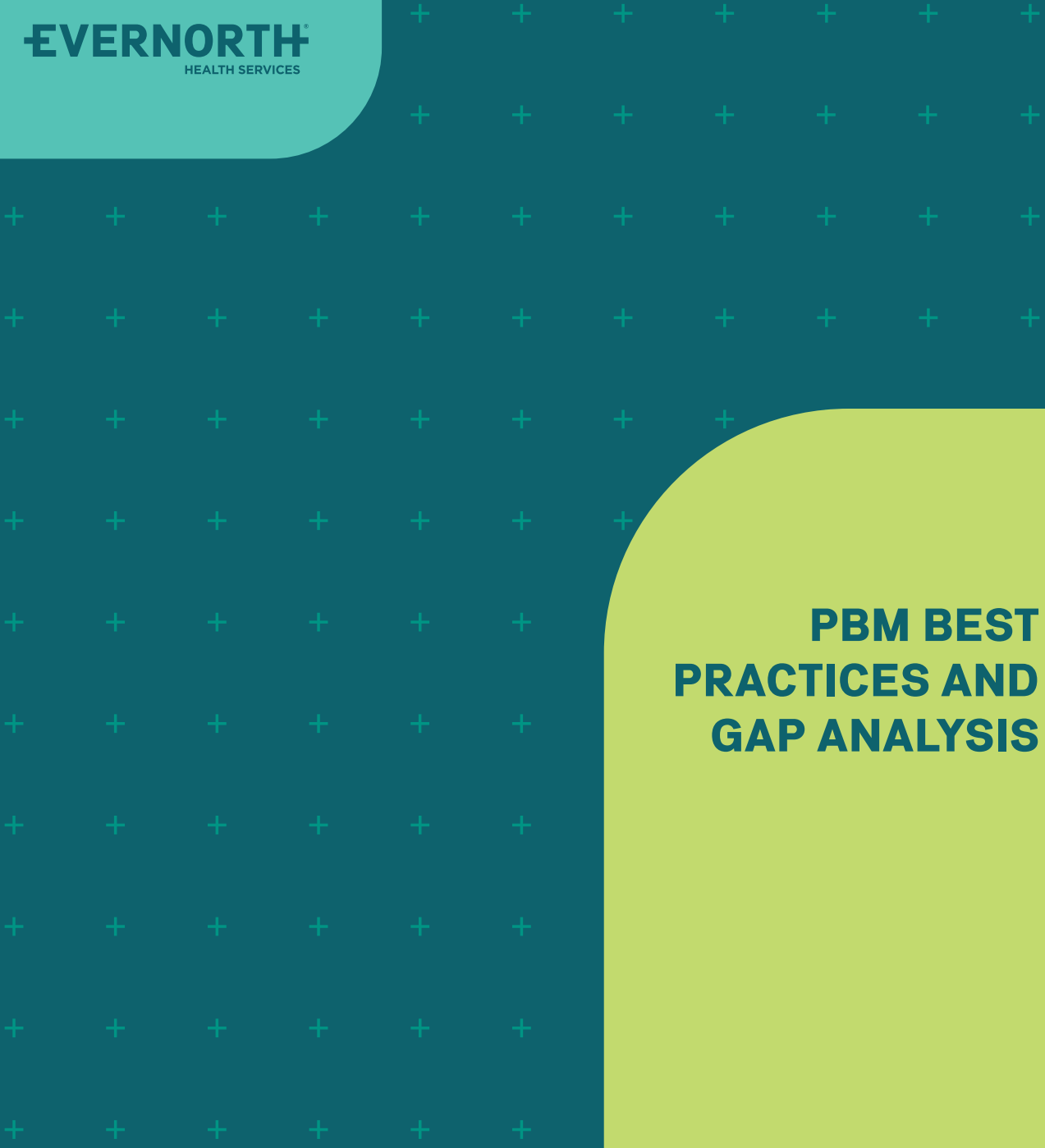
- + Track your consultant relationships and the interactions you've had. Get your top consultants to commit to RFP debriefs to gain insights.
- + Be sure to check out our new consultant engagement white paper on the Get Stuff Done (GSD) hub, which includes best practices.
- + Hold each other accountable for interactions: Your sales, pharmacy and underwriting teams need to have a role in your consultant-engagement strategies.

**IF YOU REMEMBER
NOTHING ELSE,**

**REMEMBER
THIS:**

Consultants need to be your partners and not your enemies. When you help them win, you win.

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PBM BEST PRACTICES AND GAP ANALYSIS

Pricing

Does your health plan make pharmacy carve-out difficult?

- + Does your organization prohibit pharmacy carve-out for self-funded business below 500–1,000 lives and all fully insured business?
- + For groups that carve out, does your organization charge a fee of at least \$5.00 PMPM?
- + Does your organization provide a pharmacy carve-in credit for groups that stay carved in?
- + To the extent you allow plans to carve out a portion of pharmacy (UM, specialty, drug conversion program), do you adjust the pricing accordingly for remaining services?

Does your organization guarantee pricing to all clients that meet the size threshold above?

- + Does your organization provide client-specific guarantees for discounts, dispensing fees and rebates?
- + Are pricing guarantees set for a three-year period with year-over-year improvements?
- + Does your organization allow auditing of your pricing guarantees and proactively tout that right in RFPs and proposals?

Does your organization capture and store prevailing market rates and tactics?

- + Does your organization consistently solicit feedback from consultants on every deal?
- + Does your organization consistently solicit feedback from current/former clients, and your PBM partner, as well as FOIA requests on public sector bids?
- + Does your organization store this information (both rates and tactics) in a central location that can be accessed for analysis and strategy development?

Does your health plan deploy prevailing market rates and tactics in your bids?

- + Does your organization price every group to market-competitive rates, earning more margin on smaller cases and less margin on larger and more strategic cases?
- + Does your organization have a standard pharmacy benefit contract that incorporates prevailing terms and conditions (including exclusions such as biosimilars and 340B) that you use for the majority of your groups and consultants?
- + For top consultants and opportunities, does your organization negotiate and agree to “custom” terms and conditions outside of the RFP setting that can be used with those consultants for all mutual cases?

Does your organization structure ancillary funds and fees consistent with your competitors’?

- + Does your organization offer implementation funds for new clients and pharmacy management funds for existing clients?
- + Does your organization agree to pay all consulting fees when asked, underwriting those expenses into your financial offer?
- + Does your organization charge separate fees for ancillary services, allowing for deeper headline rates?

Does your organization consistently and proactively articulate the financial value you provide?

- + Does your organization deploy a standard pharmacy-specific pricing proposal document and robust pharmacy-specific contract?
- + Does your organization proactively provide financial reporting and reconciliation reporting to your clients?
- + Does your organization proactively provide specific drug spend reporting in addition to total health care spend reporting to your clients and consultants on a regular (at least annual) basis?

PBM BEST PRACTICES AND GAP ANALYSIS

Solutions

Does your organization have a comprehensive strategy regarding your channel solutions?

- + Does your organization regularly review (at least annually) all available solutions? (That review must include feedback from your sales teams, consultants and clients as to what they are seeing in the market.)
- + For solutions identified not in your portfolio today, does your organization consistently secure a solution to compete or develop a robust sell-against strategy?
- + Are your sales and account management teams knowledgeable enough to tell your solution story?
- + For solutions offered today, do you have robust metrics, reporting and guarantees to articulate your value?
- + Does your organization offer a cash pay solution?

Does your organization have a comprehensive strategy regarding your specialty solutions?

- + Does your organization regularly review (at least annually) all available solutions? (That review must include feedback from your sales teams, consultants and clients as to what they are seeing in the market.)
- + For solutions identified not in your portfolio today, does your organization consistently secure a solution to compete or develop a robust sell-against strategy?
- + Are your sales and account management teams knowledgeable enough to tell your solution story?
- + For solutions offered today, do you have robust metrics, reporting and guarantees to articulate your value?
- + Does your organization have a robust strategy to address alternative funding, copay assistance and copay maximizer solutions?

Does your organization have a comprehensive strategy regarding your pharmacy drug solutions?

- + Does your organization regularly review (at least annually) all available solutions? (That review must include feedback from your sales teams, consultants and clients as to what they are seeing in the market.)
- + For solutions identified not in your portfolio today, does your organization consistently secure a solution to compete or develop a robust sell-against strategy?

- + Are your sales and account management teams knowledgeable enough to tell your solution story?
- + For solutions offered today, do you have robust metrics, reporting and guarantees to articulate your value?
- + Does your organization offer a rebate-driven exclusionary formulary and utilization management offering?

Does your organization have a comprehensive strategy regarding your care solutions?

- + Does your organization regularly review (at least annually) all available solutions? (That review must include feedback from your sales teams, consultants and clients as to what they are seeing in the market.)
- + For solutions identified not in your portfolio today, does your organization consistently secure a solution to compete or develop a robust sell-against strategy?
- + Are your sales and account management teams knowledgeable enough to tell your solution story?
- + For solutions offered today, do you have robust metrics, reporting and guarantees to articulate your value?
- + Does your organization provide a patient safety and protection program that leverages both your medical and pharmacy data to drive better patient adherence and improve health outcomes?

Does your organization have a comprehensive strategy regarding your engagement solutions?

- + Does your organization regularly review (at least annually) all available solutions? (That review must include feedback from your sales teams, consultants and clients as to what they are seeing in the market.)
- + For solutions identified not in your portfolio today, does your organization consistently secure a solution to compete or develop a robust sell-against strategy?
- + Are your sales and account management teams knowledgeable enough to tell your solution story?
- + For solutions offered today, do you have robust metrics, reporting and guarantees to articulate your value?
- + Does your organization offer a web-based tool that lets members compare drug prices to find the lowest-cost drug and pharmacy?

PBM BEST PRACTICES AND GAP ANALYSIS

Value Prop

Does your organization have a differentiated value story in the market?

- + Does your organization have a strong value proposition centered on the value of an integrated medical and pharmacy offering?
- + Does your organization's story include why your plan is different from and better than your competition's?
- + Does your organization regularly compare its story with competitors'/consultants' to confirm it's unique?

Does your organization support your value proposition with proof points?

- + Does your value proposition include data points that quantify the value of an integrated offer with your plan?
- + Does your value proposition include multiple and varied case studies or other proof points?
- + Does your organization provide reporting and/or guarantees for your differentiators, including the value of integration?

Does your go-to-market team have the expertise needed to tell your story?

- + Are your sales and account management teams able to flawlessly deliver your VOI and overall value story?
- + Is your health plan considered a pharmacy expert in your market?
- + Does your organization have ongoing education/training to ensure go-to-market teams are up to date on your value story and pharmacy expertise?

Sales/Prospecting

Does your organization proactively maintain a list of top pharmacy prospects and future renewals?

- + Does your organization maintain a list of existing medical-only clients that includes contract length, incumbent, relevant relationships and pain points?
- + Does your organization have an 18–24-month prospecting strategy that is deployed on all cases and personalized for top cases?
- + Does your organization actively track and review win/loss results on a consistent basis?

Does your organization have a robust and targeted consultant engagement strategy?

- + Are your sales teams asking and receiving constructive feedback throughout the entire bid process (after each round and after the final decision)?
- + Does your organization meet with consultants regularly throughout the selling cycle independent of specific bid discussions?
- + Does your organization offer pharmacy benefit–specific broker compensation?

Does your organization have a robust competitive intelligence gathering process?

- + Does your organization collect and share competitive intelligence across the organization and use it to create strategy?
- + Does your organization store intelligence in a central accessible location that is regularly maintained/updated?

Does your organization have a defined proposal/RFP/finalist process?

- + Does your organization maintain a library of pharmacy-specific RFP responses? The library should be reviewed/refreshed at least annually and include client case studies and references.
- + Does your organization have a defined process for when a pharmacy RFP is received, including a kick-off call?
- + Does your organization attain at least 90% compliance with RFP requirements?
- + Does your organization maintain a robust pharmacy-specific finalist tool kit?
- + Does your organization plan diligently for each finalist presentation, including multiple in-character dry runs?

PBM BEST PRACTICES AND GAP ANALYSIS

Org Structure

Is your organization staffed today to support a high-touch model with multiple pharmacy touchpoints?

- + Do your cross-functional go-to-market teams (legal, sales, underwriting and proposals) have a pharmacy benefit subject matter expert?
- + Does your organization require and provide regular (at least annual) pharmacy benefit training to all go-to-market teams?
- + Do your cross-functional go-to-market teams meet regularly (at least monthly) to discuss pharmacy benefit strategy and approach?

Is your account staff incentivized for/measured against pharmacy retention and new sales goals?

- + Does your organization set and regularly measure Rx-specific growth and retention targets at the health plan/market-segment level?
- + Does your organization set Rx-specific growth and retention targets for individual sales reps?
- + Does your organization have a distinct Rx compensation structure that actively incentivizes Rx retention and new Rx carve-in?

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