



EXECUTIVE BRIEF

Making Access & Evidence Generation an Equal Partner to Commercial Planning

Market Access has long been treated as a late-stage activity, secondary to HCP marketing and addressed only after approval and launch planning. That thinking assumes access can be solved downstream, once commercial efforts are already in motion.

In reality, Market Access and reimbursement are prerequisites for commercial success. While products can be prescribed without reimbursement, widespread adoption often depends on affordability and coverage. Out-of-pocket payment limits uptake and scalability, making Market Access a core commercial dependency.

This brief outlines:

- The right timing for Market Access involvement
- How access affects pricing, evidence, and execution
- Ownership, decision rights, and strategic tradeoffs

When Market Access Should Engage

When Market Access is first engaged at launch, many of the decisions that determine access outcomes—trial design, endpoints, comparators, evidence strategy, and pricing rationale—have already been made, leaving access teams limited ability to influence results.

Engaging Market Access earlier greatly improves the quality of decisions made during development. Early involvement:

- Identifies access and reimbursement risks before they become costly surprises
- Pressure-tests commercial assumptions against real-world access realities
- Creates space for deliberate leadership decisions around clinical trial design, pricing, market segmentation, and evidence and value strategy

Market Access should be formally engaged during development, no later than Phase 2B, with continued involvement through Phase 3.



A Cross-Functional Imperative

Development and commercial decisions are deeply interdependent. When teams operate in silos, risk increases. Misalignment can lead to inconsistent value stories, weak evidence packages, and difficult tradeoffs surfaced too late. Cross-functional alignment enables:

- Clear, consistent value messaging
- Stronger and more relevant evidence plans
- Greater confidence in leadership decision-making

Coordinated contributions across teams include:

Function	Role in Access Success
Market Access	Owens access strategy and payer engagement
HEOR / RWE	Generates economic and real-world evidence to support value
Pricing	Sets pricing assumptions and supports negotiation strategy
Medical Affairs	Ensures scientific credibility and external engagement
Clinical	Generates trial data and informs label development
Product Marketing	Aligns messaging with access realities
Project Leadership	Coordinates timelines, dependencies, and execution

Best Practices to Adopt

- Establish formal cross-functional checkpoints at key development milestones
- Jointly develop access, pricing, and evidence strategies
- Use structured reviews to surface risks, evaluate tradeoffs, and agree on mitigation plans

Negotiation & Execution Excellence

Negotiation

Price alone rarely determines access outcomes. Each payer operates within a distinct set of drivers, constraints, and incentives, making every negotiation inherently different. The strongest Market Access negotiations look beyond price to the specific levers that matter most to the payer, from coverage definitions and eligibility to conditions for use and implementation requirements.

A signed contract does not guarantee broad or consistent access. Teams must explicitly confirm:

- ✓ Who is covered
- ✓ Where coverage applies
- ✓ Under what conditions access is granted
- ✓ Payer-specific considerations

By addressing the broader factors that matter to payers, teams may create opportunities to reinforce value and support stronger pricing positions.

Execution

A strong Market Access strategy succeeds only if it is executed with discipline. That discipline rests on two elements: clear project leadership and focused, actionable metrics.

1. Project Leadership

Effective project leaders:

- Coordinate stakeholders across functions
- Manage agencies and external partners
- Track progress against timelines and dependencies
- Maintain clarity, focus, and momentum throughout execution

2. Metrics That Matter

More data ≠ better insight. A small set of clear operational access metrics is far more effective. Examples include:

- Time to access or reimbursement
- Level of access achieved
- Variability in access across markets

Together, disciplined project leadership and focused metrics ensure that the access strategy is not only well-designed but consistently delivered.

A Forward Look at Market Access

Market Access strategy is being shaped by a combination of new capabilities, evolving evidence expectations, and increasing policy uncertainty. While these trends create opportunity, they also introduce complexity. Success depends on using new tools thoughtfully, grounding decisions in strong evidence, and building strategies that can adapt to change.

AI & Analytics	Evidence & Data	Policy & Uncertainty
Support, Not Replacement	Necessary, Not Sufficient	Planning for Volatility
<p>AI can strengthen Market Access decision-making. Where it adds value:</p> <ul style="list-style-type: none">• Pricing and access scenario modeling• Forecasting and tradeoff analysis• Anticipating coverage decisions• Process automation for efficiency	<p>Evidence plays a growing role in access decisions, making HEOR and RWE essential partners. What matters most:</p> <ul style="list-style-type: none">• Alignment with payer expectations• Translation of data into payer-relevant value• Clear articulation of clinical, economic, and affordability impact	<p>Policy environments continue to shift, increasing access risk across markets. This requires:</p> <ul style="list-style-type: none">• Flexible strategies that adapt to change• Scenario planning for multiple outcomes• Early identification of access and reimbursement risks



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We'll discuss your current access challenges, development timing, and execution priorities—and explore approaches tailored to your program.

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