



Norstella is a leading provider of data, analytics, insights, and software to the life sciences industry and serves more than 3,000 clients. Norstella unites prominent pharmaceutical solutions to help customers navigate complex decisions at each step of the drug development lifecycle.

In 2018, WCAS invested in MMIT, a provider of commercial market access solutions, and expanded it by 15 times through the acquisition of Zitter Health Insights, RJ Health, The Dedham Group, Evaluate, Panalgo, and Citeline. These businesses added depth and breadth to WCAS's offerings, helping it serve more customers and create innovative solutions to meet the rapidly changing needs in pharmaceutical and healthcare. Norstella is jointly owned by WCAS, Warburg Pincus, and Hg Capital.

Development of a single treatment can take 10 to 15 years and cost billions of dollars. Funding for early- and late-stage drug research and development has continued

to rise as clinical, regulatory, and commercialization processes have become more complex. In addition, payors have been adding exclusions, step-edits, and prior au-

*“My team leverages Citeline’s Biomedtracker and Data Monitor tools to gain in-depth understanding of drugs in late stages of development so that we can choose where we as an organization are going to pursue cost-effectiveness and comparative effectiveness evaluations.”*

Maria Lowe, Director of Pharmaceutical Intelligence, ICER

thorization changes that have made access to therapies tougher for drug companies, providers, and patients.

Life sciences companies, especially small pharmaceutical and biotech firms, often do not have the tools to get their therapies from pipeline to patient. Norstella's mission is to help smooth the way for approval of lifesaving treatments, thus improving patients' lives.

Norstella assists on vital activities including:

- Assessing the patient population in need of a therapeutic area to decide what new indications to pursue and which drugs to bring to market
- Understanding the competitive landscape for a drug, including the potential impact on the landscape of drugs in development, to inform a payor coverage strategy
- Modeling risk and return of drugs in development to assess the likelihood of approval, development timeline, and total cost to determine pipeline prioritization
- Understanding the global clinical trial landscape to inform trial strategy from protocol design to country, site, and investigator selection
- Designing clinical trials that yield the types of data that payors need to make appropriate reimbursement and formulary decisions
- Supporting the identification of physicians, sites, and patients representing diverse categories for clinical trials as required by the Food and Drug Administration
- Recruiting patients for clinical trials more quickly and at lower cost, helping address the biggest roadblock to a successful clinical trial
- Understanding payor coverage, restrictions, and

## Norstella's Global Footprint

1,600+  
employees

30+  
nationalities represented

25  
languages spoken fluently

3,000+  
clients

10  
branch offices

reimbursement of a drug to improve market access post-launch

- Building oncology and rare disease pathway strategies to ensure optimal patient access to complex therapies
- Helping providers find suitable payors for treatments, thereby assisting patients to gain access to the right treatments

## Measures of Quality:

Norstella's data-driven, high return on investment solutions help life sciences companies reduce drug development risks and bring safe products to market more efficiently. Norstella's data and expert insights improve clients' strategy and business development,

research, clinical operations, sales, and market access. Clients decrease the risk and increase the return on drugs in development. The data can help determine how likely a drug is to be approved, how long it will take to be approved, how much it will cost to develop, and, once in the market, how much money the drug is likely to make.

### Access and Cost Benefits:

There are plenty of opportunities for costly inefficiencies in the difficult process of drug development. Part of Norstella's role is to help reduce those inefficiencies so that companies can invest more money in the development of new drugs and get more treatments into the hands of patients.

It also helps patients gain access to the right treatments by helping physicians find suitable insurers.

### Investments:

Under WCAS ownership, Norstella has invested more than \$40 million in new products and tech platforms. Following the mergers with MMIT, The Dedham Group, Evaluate, and Panalgo, Norstella launched several synergistic offerings including:

- Pulse Analytics from MMIT and Dedham, which

### In 2022, Norstella:

Worked with **325**  
pharmaceutical  
organizations

Who have been responsible  
for bringing **52** innovative  
drugs to market

And developing more than  
**6,000** drugs through  
their pipelines

provides granular data to assist with integration strategies

- MMIT Strategic Launch Report & Evaluate Forecast, which pairs MMIT payor adoption data for new drugs with Evaluate's consensus forecast data to help proactively plan indication-specific strategies
- Patient Access Analytics from MMIT and Panalgo, which combines coverage data and claims data to provide commercial drug teams with payor and prescriber behavior to refine go-to-market strategies

Pharmaceutical customers need to connect data across silos for end-to-end analysis of drug development. Since the 2022 merger with Citeline, Norstella has developed a product that links clinical, market access, commercial, and regulatory data. Also, Evaluate, Panalgo, and Citeline data and analytics can be used to develop drug-indication pairings with lower adverse events and better patient outcomes. Norstella launched six new offerings from Citeline and Norstella in January 2023. In addition, Norstella has embarked on a three-year, \$25 million platform transformation project and \$80 million in annual research and development spending for new products.

*"With so much change and noise, it's hard to focus our people and resources, and no one is closer to the customer than The Dedham Group, which gives us a huge competitive edge on a daily basis."*

Vice President, Oncology Franchise