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The Hows and Whys of Estimating Return on Investment (ROI) of HEOR to the Biopharmaceutical Industry

Monday, May 18, 2026 | 10:30 – 11:30 AM EDT
ISPOR 2026
Philadelphia, PA, USA

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Speakers



Chris Blanchette
Novo Nordisk Inc.



David Thompson
Rubidoux Research LLC



Montserrat Vera-Llonch
Ionis Pharmaceuticals Inc.



Craig Roberts
Merck & Co Inc.

On behalf of the ROI of HEOR working group:

Ravinder Dhawan, Pfizer
Murtuza Bhama, AstraZeneca
Vera Mastey, Regeneron
Riad Dirani, Teva

Sandra Nestler-Parr, Biocryst
Jan E Hansen, Sanofi
Rob Abbott, ISPOR

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Posters: Monday 10:30am – 1:30pm (12:30pm – 1:30pm)

- Assessing the Return on Investment (ROI) of HEOR & RWE to the Biopharma Industry: Case Example of Comparative Effectiveness Research: 5063
- Assessing the Return on Investment (ROI) of HEOR & RWE to the Biopharma Industry: Case Example of Economic Modeling in HTA Submissions: 5024
- Assessing the Return on Investment (ROI) of HEOR & RWE to the Biopharma Industry: Case Example of External Control Arms in Clinical Trials: 3031

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AGENDA

1. Introduction - *Blanchette*
2. Methodological Approach – *Thompson*
3. Criteria for HEOR Project Selection – *Vera-Llonch*
4. Rationale and Application to Biopharma – *Roberts*

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Introduction
Christopher Blanchette

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Poll

Have you ever been questioned on the ROI of HEOR?

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Issues

- HEOR is an information function
- Deliverables typically include research publications, dossiers, economic models, account management tools, and real-world evidence sales aids
- Demand for HEOR deliverables has increased
- Budgets associated with HEOR deliverables have increased
- Pharma budgets have been scrutinized
- Ethical considerations have limited directly tying HEOR deliverables to sales

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Traditional Approaches to Demonstrating Value in HEOR

- Quantitative counts:
 - Number of publications
 - Number of presentations of HEOR content by field teams – Health Outcomes Liaisons, Medical Affairs, Market Access Account Managers, Sales Reps
 - Number of presentations at congresses
 - Models submitted to health authorities
 - Dossiers requested by payers
- Qualitative impact:
 - Journal impact factor
 - Field team feedback
 - Congress presentations
 - Supportive to access decisions
 - Supportive to regulatory decisions

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Deloitte 2025 RWE Benchmark Survey

Answering the multi-million-dollar question: How to measure ROI of RWE

THE MOST COMMONLY USED METHODS FOR MEASURING ROI:

- Tracking how often RWE insights were used to inform internal decision-making: 65%
- Tracking the volume of RWE studies conducted within a certain timeframe: 46%
- Internal stakeholder satisfaction: 40%
- Expansion of indications or label changes: 35%
- Use of RWE in payer negotiations: 31%
- Publication tracking: 28%
- Number of regulatory submissions supported by RWE: 24%
- Reduction in time spent on evidence generation: 15%

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Challenges

- Counts of activities may not resonate with financial decision makers
- Impact is hard to isolate on a piece of HEOR content when combined with other cross-pharma activities

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Solution

- Develop an approach to calculate ROI for HEOR content to help communicate value to financially focused stakeholders

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David Thompson

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