

Best-in-Class Pharma BD&L

Concepts

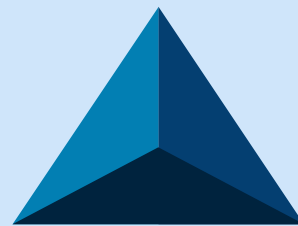
Methods

Tools

- From Theory to Practice -

Key Guidelines

November 2017



**Smart Pharma
Consulting**

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1. Introduction

BD&L opportunities being rare and complex, Pharma BD&L managers would be well-advised to adopt a systematic, rigorous and perfectly planned approach

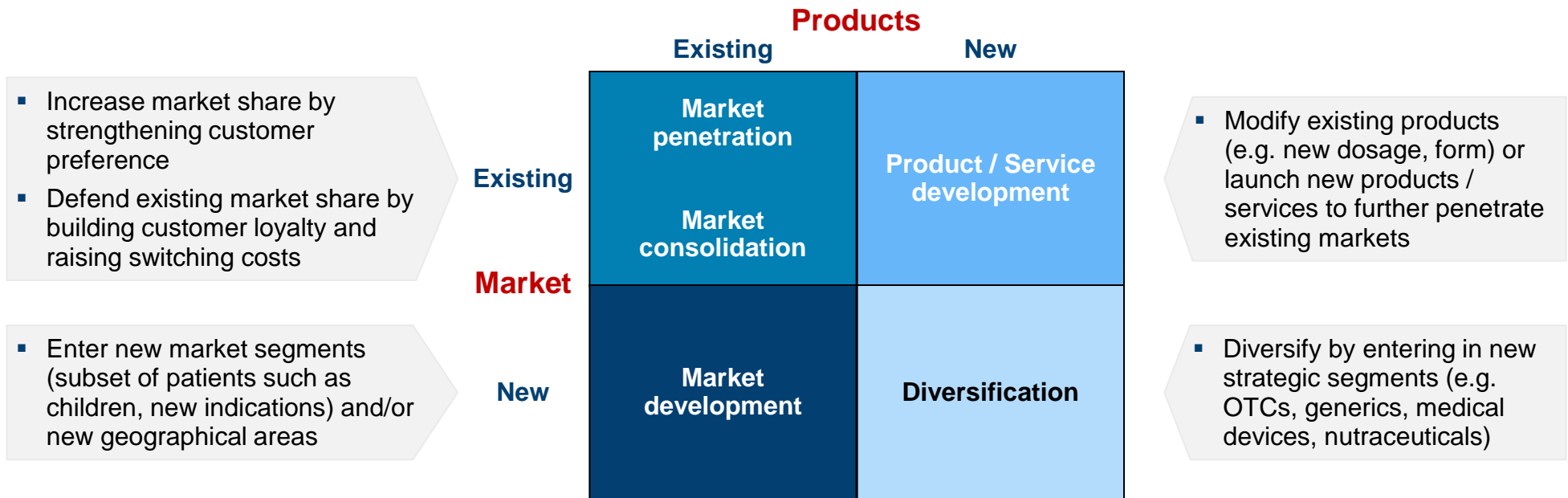
Key points addressed

- What is the **purpose** of BD&L?
- What are the most common **types of BD&L deals**?
- How to **assess** BD&L opportunities?
- How to **formalize** a BD&L strategy?
- How to **approach target companies** for BD&L opportunity?
- How to **assess and select a product** eligible for BD&L deal (application)?

2. Basic principles

Four basic strategic directions can be pursued by affiliates of pharmaceutical companies to boost their strategic development

Alternative directions to ensure strategic development

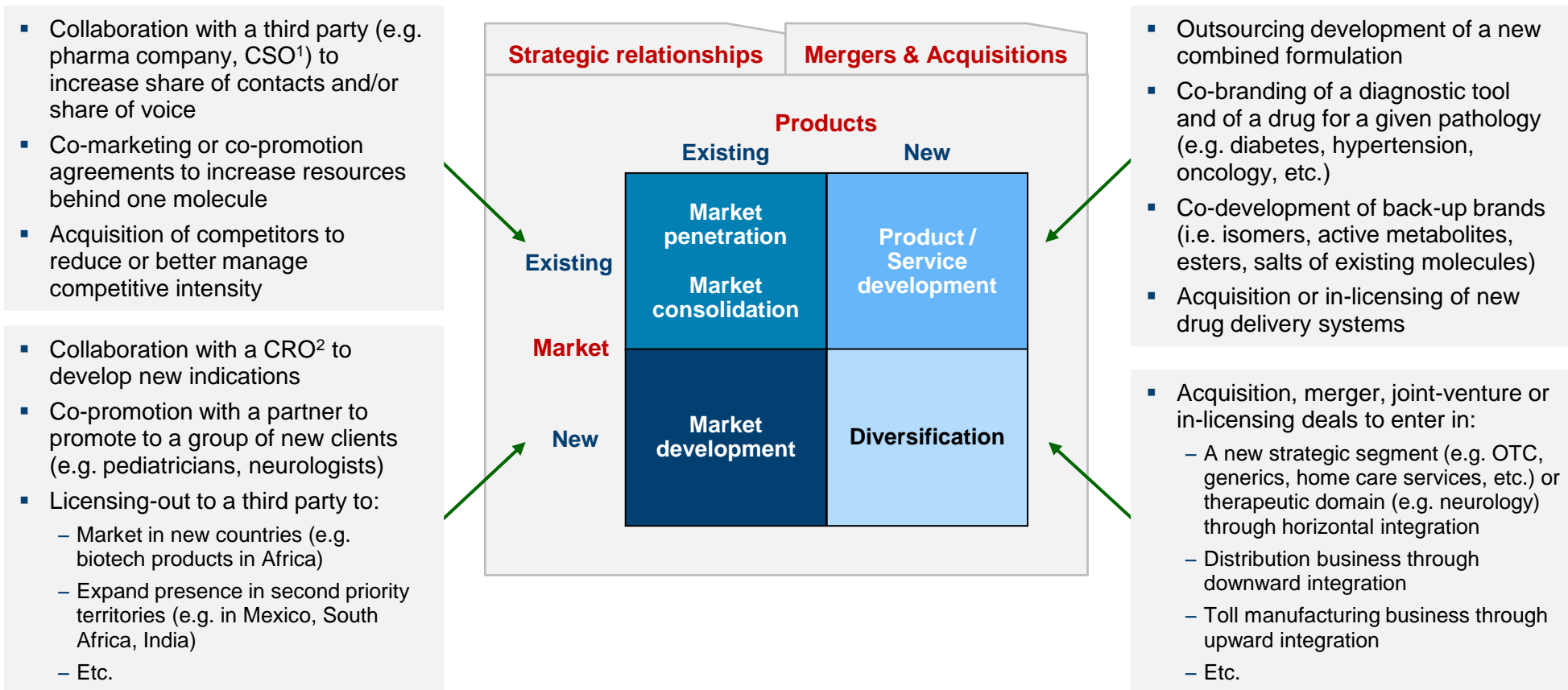


Source: Adapted by Smart Pharma Consulting from H. Ansoff

2. Basic principles

BD&L refers to strategic relationships or Merger & Acquisition deals which enable affiliates to grow and strengthen their competitive position

Definition of BD&L



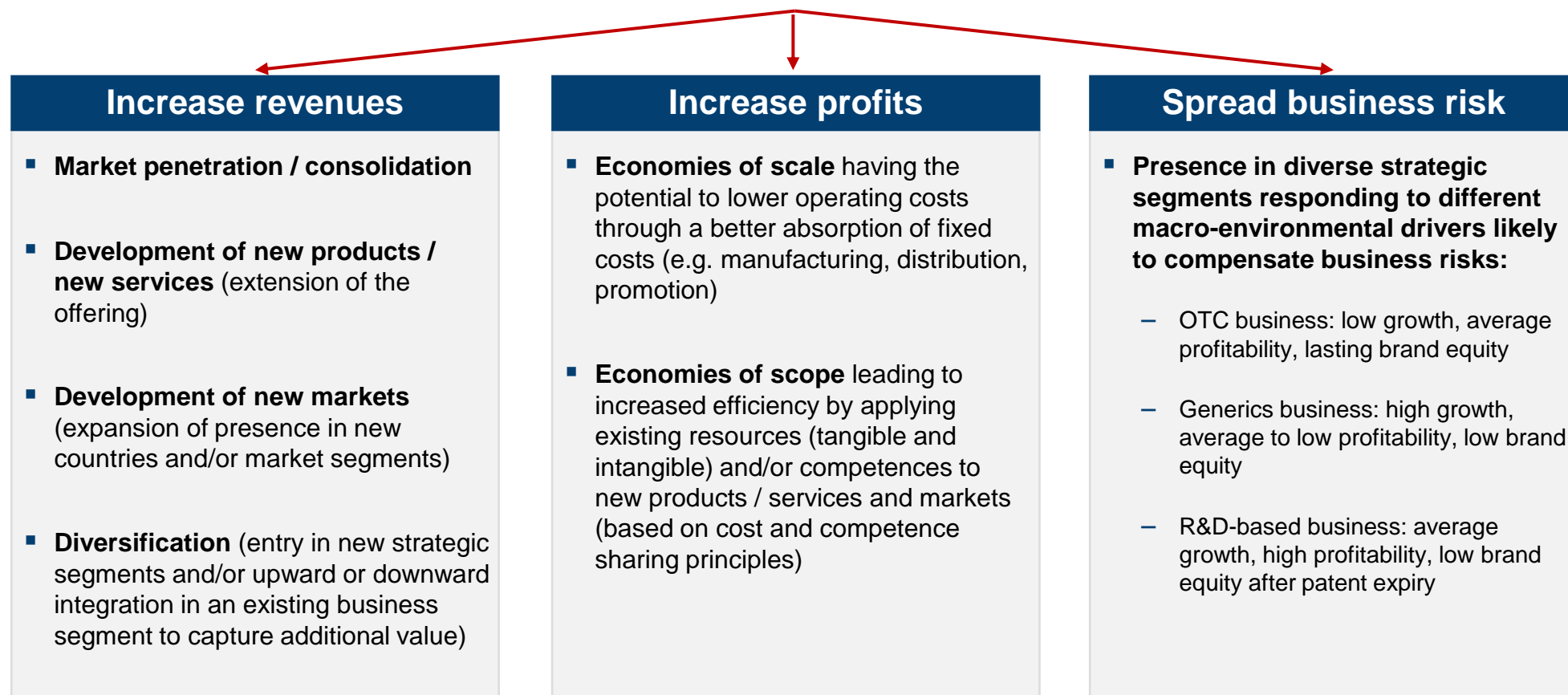
Source: Adapted by Smart Pharma Consulting from H. Ansoff

¹ Contract sales organization – ² Contract research organization

2. Basic principles

BD&L initiatives are expected to generate extra revenues, increase profits and/or spread business risk, while leveraging potential synergies

Expected benefits from BD&L initiatives

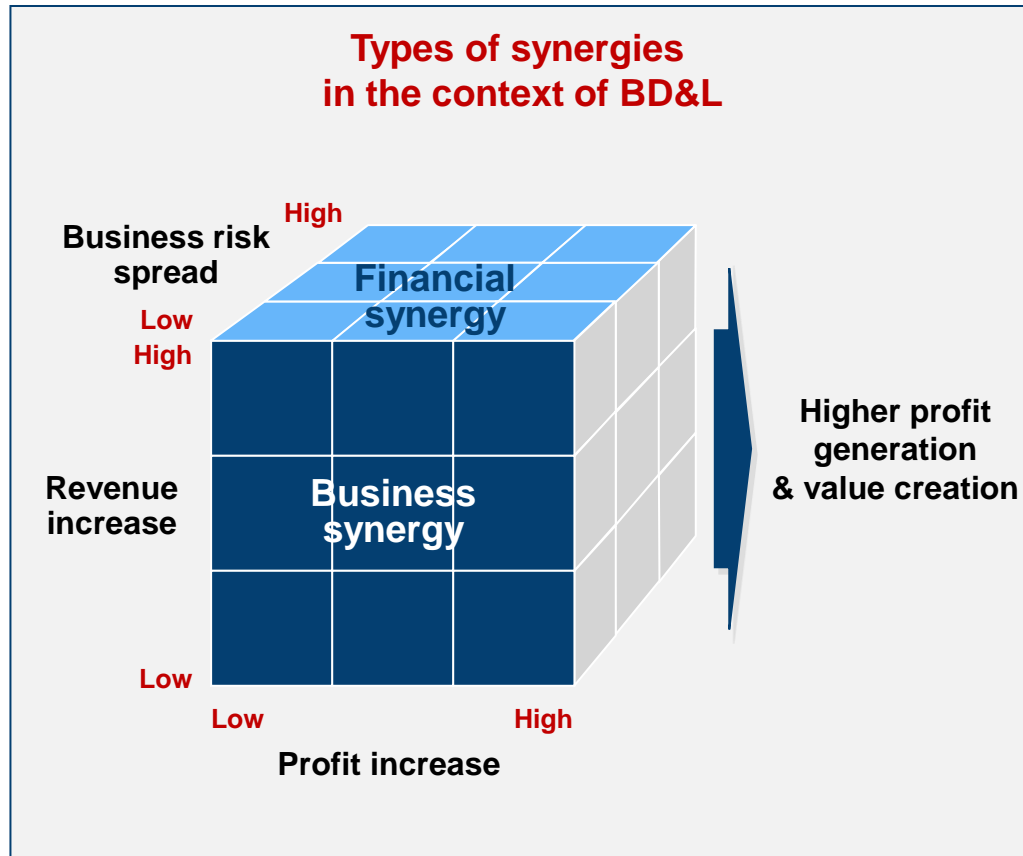


Source: Smart Pharma Consulting analysis

2. Basic principles

Synergies result from a better mixing and matching of capabilities, and are the greatest when opportunities are in businesses similar to those in which affiliate operates

Concept of synergy applied to business development



Comments

- Synergy refers to the benefits gained when activities or assets complement each other so that their combined effect is greater than the sum of the parts
 - Synergies are supposed to generate higher profits and/or enhance value through:
 - Revenue increase with $1+1>2$
 - Cost reduction with $1+1<2$
 - There are two different types of synergies:
 - **Business synergies** due to cost reduction and/or revenue increase through combination of capabilities (i.e. tangible / intangible resources and competences)
 - **Financial synergies** related to possible spread of business risks if combined strategic segments are subject to different opportunities and threats
 - **Positive synergies are based on:**
 - Shared competences (economies of scope)
 - Shared costs (economies of scale)
 - **Negative synergies refer to lower profit generation and value destruction:**
 - Revenue increase (or even decrease) with $1+1<2$
 - Cost increase with $1+1>2$
- resulting from complexity, mismanagement, problems of integration, lower efficiency, brand cannibalization, etc.**

Source: Adapted by Smart Pharma Consulting from R Koch 2006 and from G. Johnson 2008

2. Basic principles

Strategic relationships and M&A may contribute to build capabilities and create business synergies, but not without difficulties and risks

Capability building through business development

Strategic relationships

- Strategic alliances involve the sharing of capabilities (resources + competences) in pursuit of common goals
- Outsourcing, which is a form of subcontracting, enables affiliates to access capabilities by borrowing them from other companies (e.g. deals with a CSO¹ or another pharma company)
- Accessing capabilities through alliances offers more targeted and cost effective means than acquisition
- Where both partners are trying to acquire one another's capabilities, results may be a "competition for competence" that ultimately destabilizes the relationship

Mergers & Acquisitions

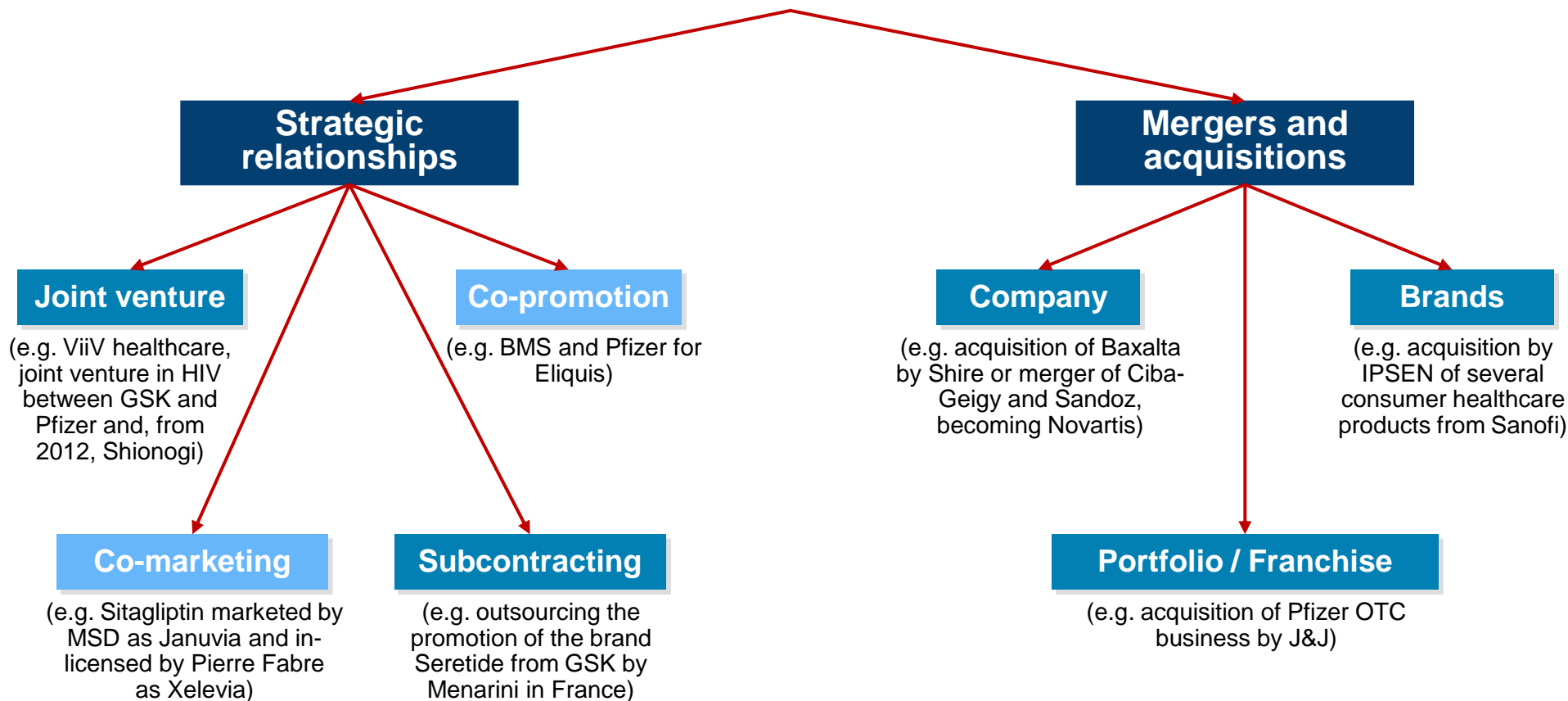
- Acquiring capabilities should be considered if desired capabilities can only be developed over long periods
- Integrating the acquiree's capabilities with the acquirer's ones involves major risks such as:
 - Culture clashes
 - Personality clashes
 - Incompatibility of management systemsresulting in degradation or destruction of the capabilities that were sought

Note: Capabilities can grow internally by systematizing their replication through the formulation and the implementation of SOPs²

2. Basic principles

Co-promotion and co-marketing are the most common forms of business development deals in the pharmaceutical sector

Typology of BD&L deals



Source: Adapted by Smart Pharma Consulting from R. Grant 2008 and D. Waters 2006

2. Basic principles

The most important difficulty with co-promotion is to ensure an efficient collaboration between the two partners and a sufficient call pressure per physician

Pros and Cons of co-marketing and co-promotion agreements

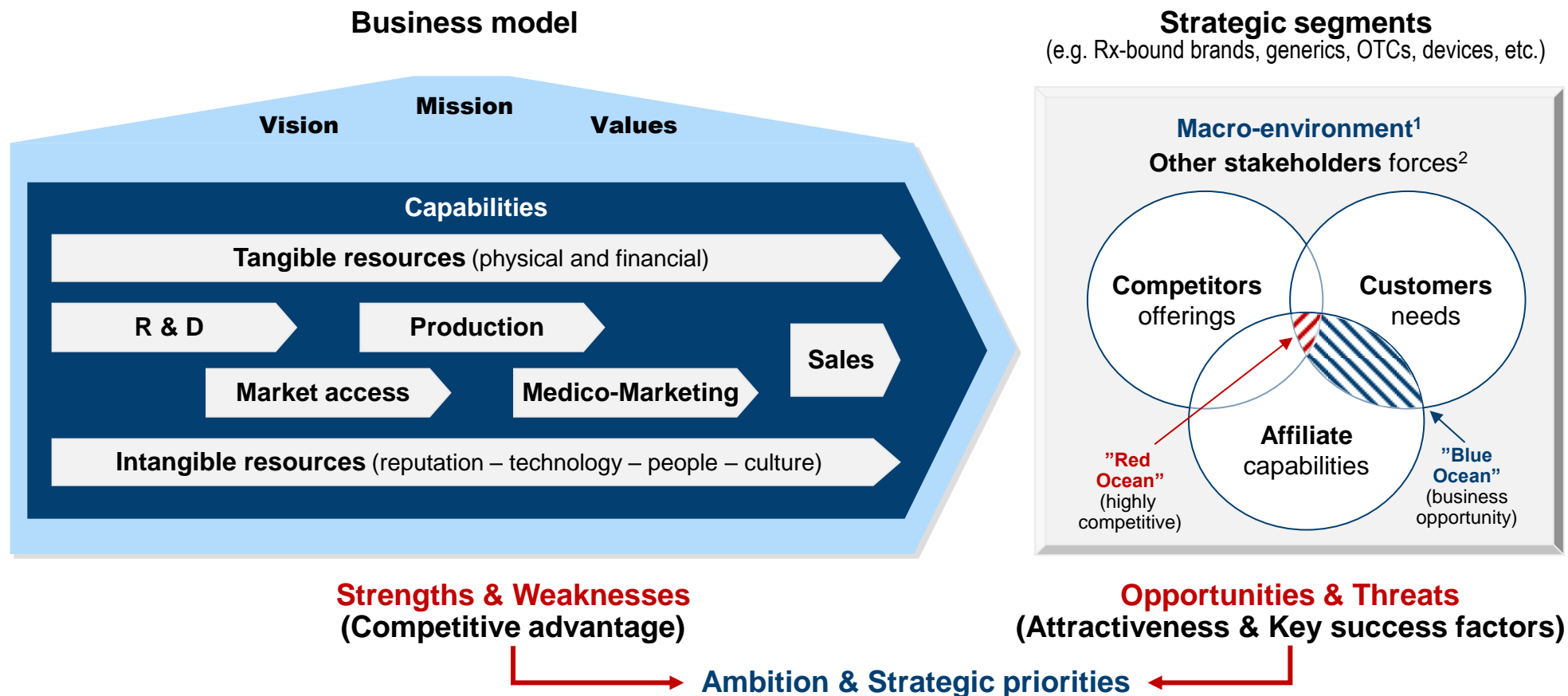
	Co-marketing	Co-promotion
Pros	<ul style="list-style-type: none">▪ Quick and easy to implement▪ No shared decision-making▪ Increased sales opportunities for the molecule which is promoted by two companies through a dual branding▪ Possibilities to book sales	<ul style="list-style-type: none">▪ Higher recognition as a result of resource concentration▪ Cost-sharing with co-promoter▪ Unique product positioning▪ Leverage of partner's reputation
Cons	<ul style="list-style-type: none">▪ Higher promotional spending (absence of shared costs)▪ Competition between co-marketers (cannibalization)	<ul style="list-style-type: none">▪ Difficulty in ascertaining sales credits and reward criteria▪ Increased management complexity▪ Increasing number of physicians limiting call pressure per brand per annum

Source: Smart Pharma Consulting analysis

3. Business opportunity assessment

Business opportunity assessment requires to analyze attractiveness / key success factors by strategic segment and corresponding competitive advantage

Methodology to assess business opportunities



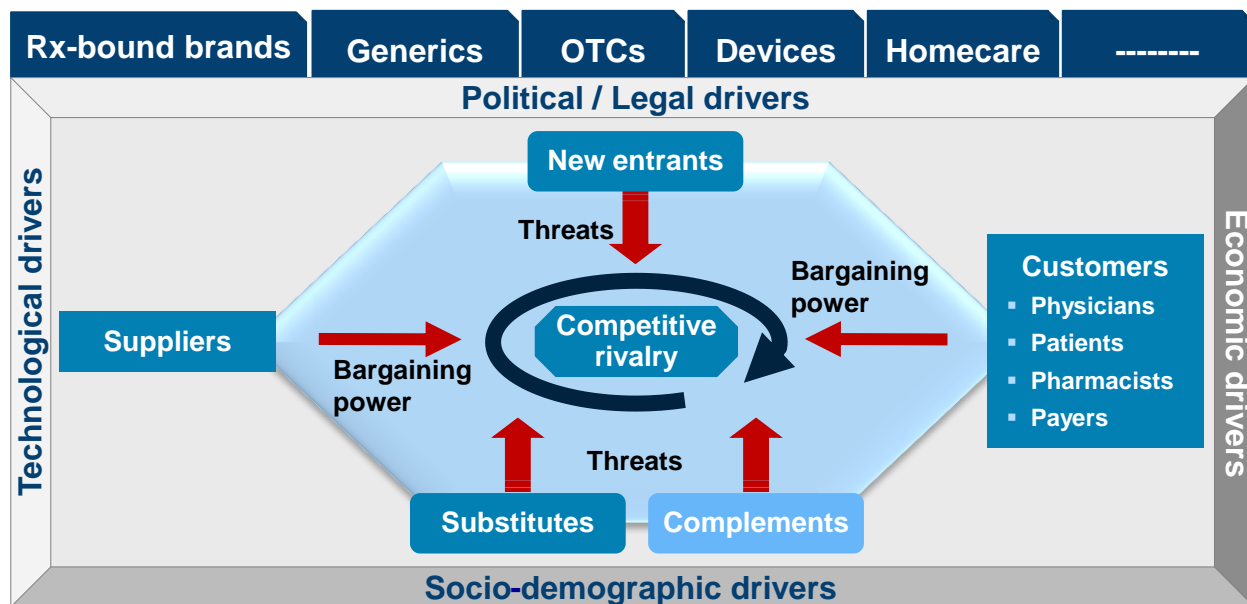
Source: Adapted by Smart Pharma Consulting from C. Kim et al. and from D.J. Collis, HBR April 2008

¹ Political / legal, economic, socio-demographic and technological factors –
² Including suppliers, new entrants, substitutes, complements

3. Business opportunity assessment

Business opportunities by strategic segment, such as Rx-bound brands, generics, OTCs, etc. can be assessed through PEST analysis and the “5+1 forces framework”

Attractiveness of strategic segments (1/3)



- The four key macro-environmental drivers:
 - Political / Legal
 - Economy
 - Socio-demography
 - Technology
- The five key micro-environment drivers:
 - Suppliers
 - Customers
 - New entrants
 - Substitutes
 - Competitive rivalry
- ... plus the “Complements” influence the attractiveness of each strategic segment and impact the success or the failure of pharma companies strategy
- These key drivers for change can be used to construct scenarios of possible futures, especially by adopting the “what if” technique

Analysis of Political / Legal – Economic – Socio-demographic – Technological drivers, called PEST analysis, and then the “5+1 forces Framework” after M. Porter will help pharma companies set an appropriate strategy per strategic segment

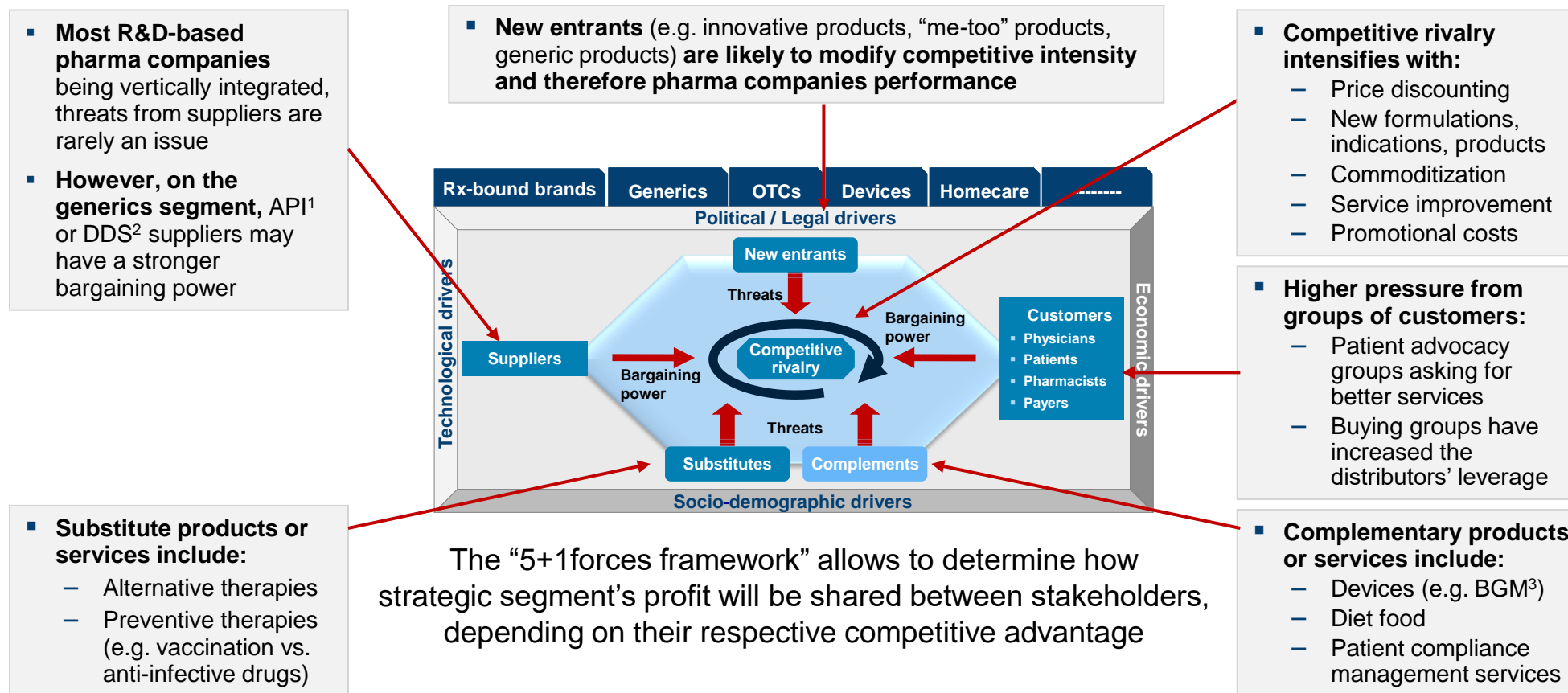
“Porter's five forces”

“Additional force”

3. Business opportunity assessment

The “5+1 forces framework” is particularly helpful to identify the key stakeholders that will influence the long-term structure and profitability of strategic segments

Attractiveness of strategic segments (2/3)



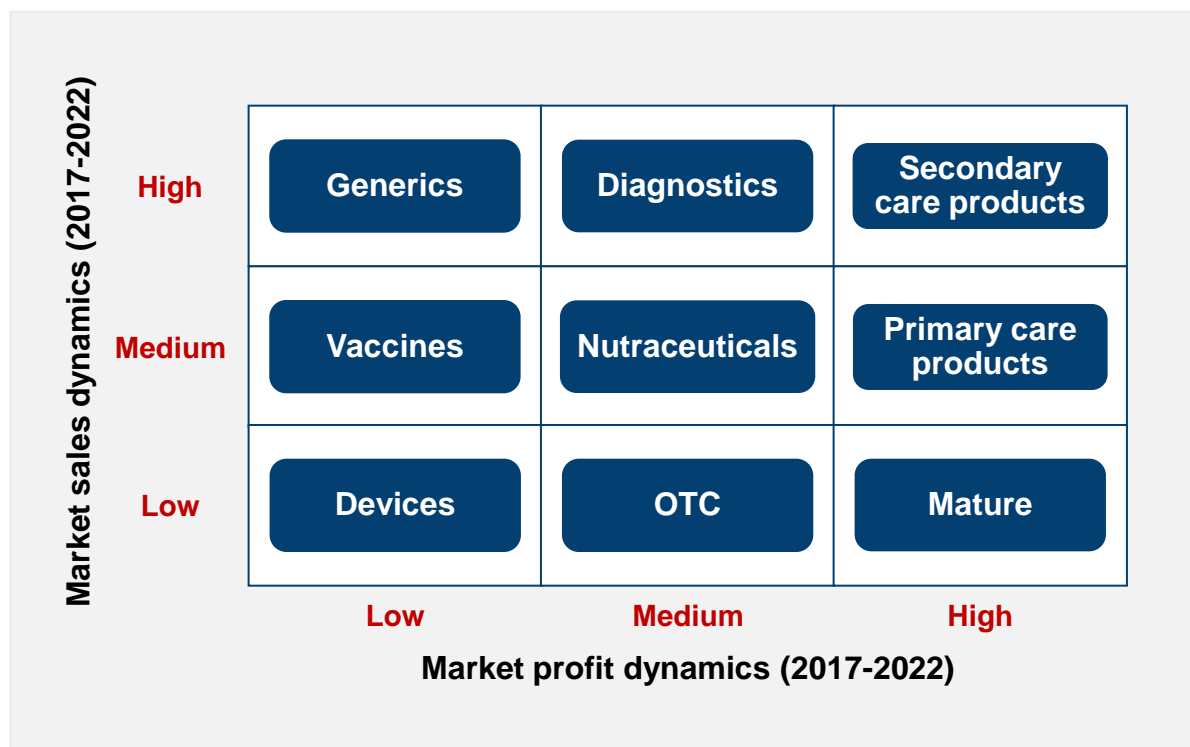
Source: Adapted by Smart Pharma Consulting from M. Porter 2008

¹ Active pharmaceutical ingredients – ² Drug delivery system – ³ Blood glucose meter

3. Business opportunity assessment

Attractiveness of new strategic segments should be put into a dynamic perspective and potential synergies with existing businesses also be considered

Attractiveness of strategic segments (3/3)



- The attractiveness of a strategic segment should be defined, based on the evolution of economic indicators such as sales and profits
- Additional parameters such as potential synergies with the existing business should also be considered, while evaluating attractiveness of new strategic segments

3. Business opportunity assessment

Key success factors by strategic segment where business opportunities have been identified are driven from competitive intensity and from customers wants

Key success factors by strategic segment



How do affiliates survive competition?

- **Competitive analysis**
 - What drives competition?
 - What are the main dimensions of competition?
 - How intense is the competition?
 - How can we obtain a superior competitive position?
 - How can we create customer's preference?

What do customers want?

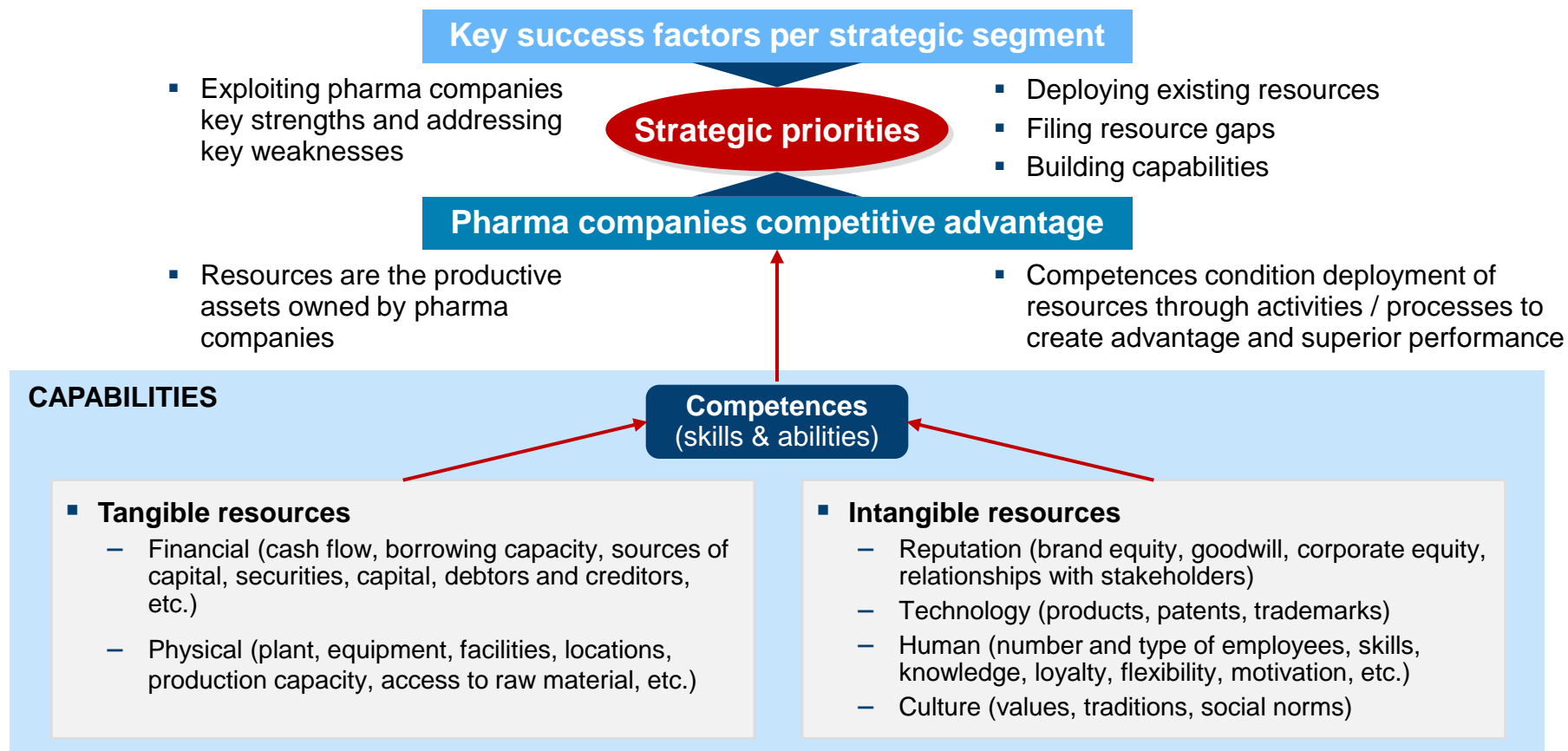
- **Demand analysis**
 - Who are our customers?
 - What is their respective role? (prescribers, consumers, distributors, payers, influencers, “injectors”, etc.)
 - What do they want?
 - What do they need?
 - What are their available alternatives?
 - What does create customers' preference?

Source: Adapted by Smart Pharma Consulting from R. Grant 2008

3. Business opportunity assessment

Strategic priorities should be set after capabilities assessment to outperform competitors on key success factors inherent to each targeted strategic segment

Affiliate's competitive advantage and strategic priorities

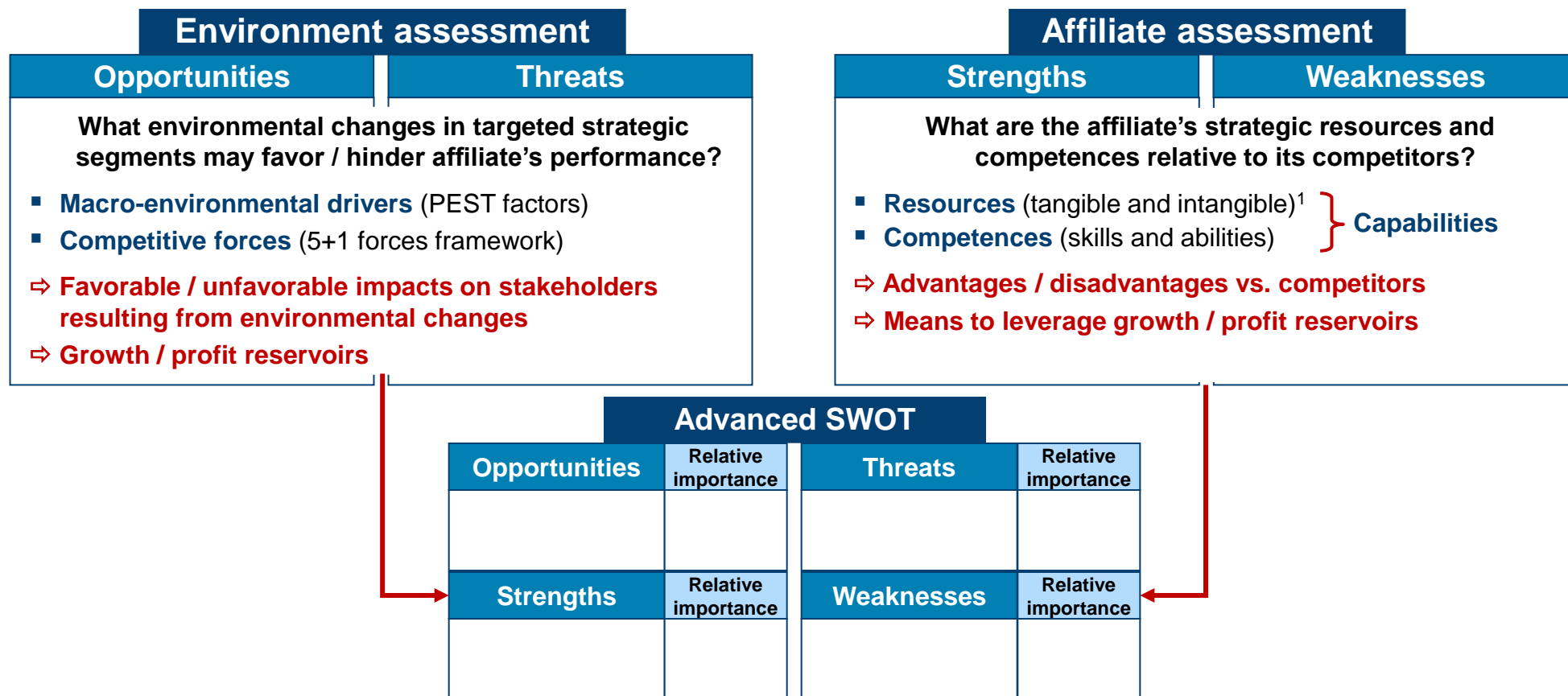


Source: Adapted by Smart Pharma Consulting from R. Grant 2008 and D. Waters 2006

3. Business opportunity assessment

The “Advanced SWOT” is particularly appropriate to help pharma companies assess its potential competitive advantage per strategic segment and the possible synergies

Advanced SWOT analysis



3. Business opportunity assessment

Pharma companies' ambition and strategy to seize business opportunities in new strategic segments can be formalized with the following analytical tools

Strategic options and strategic segment card

Strategic options

Key success factors per strategic segment	Weighting	Affiliate's capabilities ¹					Affiliate's strategic options (strength to leverage or weakness to address)
		++	+	=	-	--	

Strategic segment card



Higher Lower

++ Major strength + Minor strength = Neutral
 - Minor weakness -- Major weakness

4. Implementation guidelines

The evaluation of each business opportunity will be determined by its degree of suitability, acceptability and feasibility

Evaluation of business development opportunities (1/2)

Suitability	Acceptability	Feasibility
<ul style="list-style-type: none"> ▪ Does the business opportunity address the key issues related to the strategic position of the company? ▪ To what extent strategic options will: <ul style="list-style-type: none"> – Fit with key market drivers? – Leverage strategic capabilities? – Meet stakeholders expectations? 	<ul style="list-style-type: none"> ▪ Acceptability refers to the expected performance outcomes (e.g. return, risk) of a strategy ▪ To what extent do these outcomes meet the expectations of stakeholders? 	<ul style="list-style-type: none"> ▪ The feasibility is concerned with the capabilities of a company to implement a strategy that has been envisaged
<p>Tools</p>	<p>Tools</p>	<p>Tools</p>
<ul style="list-style-type: none"> ▪ Ranking of strategic options (based on Advanced SWOT analysis) ▪ Decision trees (evaluation of future opportunities by progressively eliminating others as additional requirement criteria are introduced into the evaluation) ▪ Scenarios (strategic options considered against possible future situations) 	<ul style="list-style-type: none"> ▪ Return: expected benefit measurement: <ul style="list-style-type: none"> – Profitability (ROCE¹, payback, DCF²) – Cost-benefit analysis – Real options analysis – Shareholder value analysis (SVA) ▪ Risk: probability and consequences of the failure of a strategy: <ul style="list-style-type: none"> – Financial ratio projections – Sensitivity analysis ▪ Stakeholders reactions (mapping) 	<ul style="list-style-type: none"> ▪ Financial feasibility assessment through a cash flow analysis (forecasting of the needed cash to deliver the strategy and identification of the likely sources to fund that cash) ▪ Evaluation of capabilities needed: <ul style="list-style-type: none"> – Gap analysis: available vs. required capabilities – Assessment of changes required – Determination of “if” and “how” to implement changes

4. Implementation guidelines

Discounted cash flows and sensitivity analysis are amongst the most frequently used techniques to assess business acceptability in the pharmaceutical sector

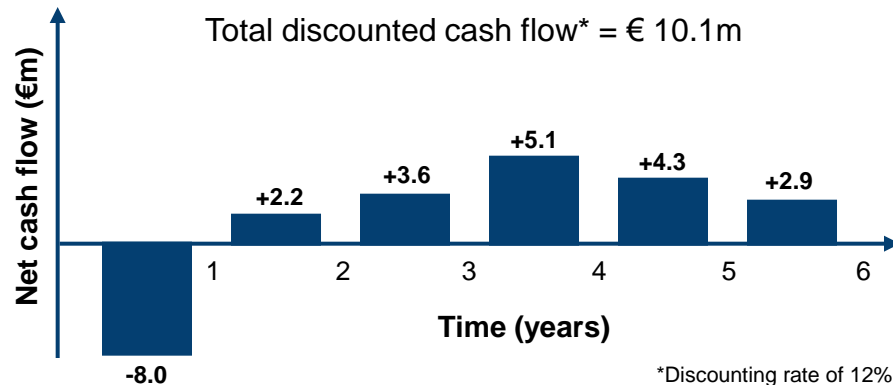
Evaluation of business development opportunities (2/2)

Examples of acceptability criteria

Illustrative

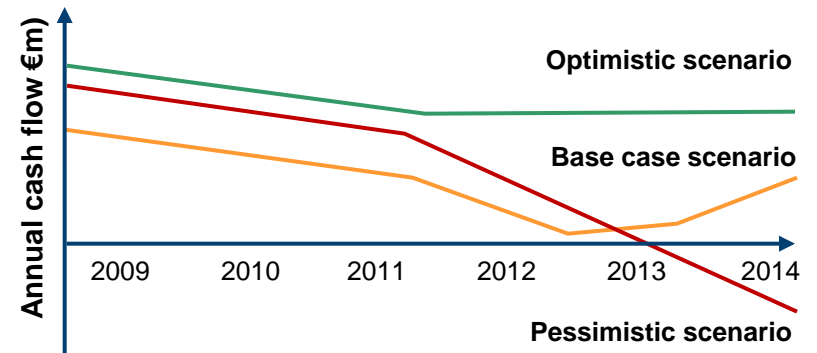
Return: Discounted cash flows (DCF)

- The DCF is an investment appraisal technique that can be used for business development opportunities (e.g. M&A, co-marketing, co-promotion, other strategic relationships)
- The total discounted cash flow or the net present value (NPV) is only as good as the assumptions on which it is based such as: sales forecasts, operating investment required, price changes, etc.



Risk: Sensitivity analysis

- Sensitivity or “what if” analysis is a useful technique for assessing the extent to which the success of a preferred business development opportunity is dependent on the key underlying assumptions, such as sales forecasts, price changes, investment requirements, new entrants, etc.
- This analysis helps estimate both the risk and the degree of confidence attached to an opportunity

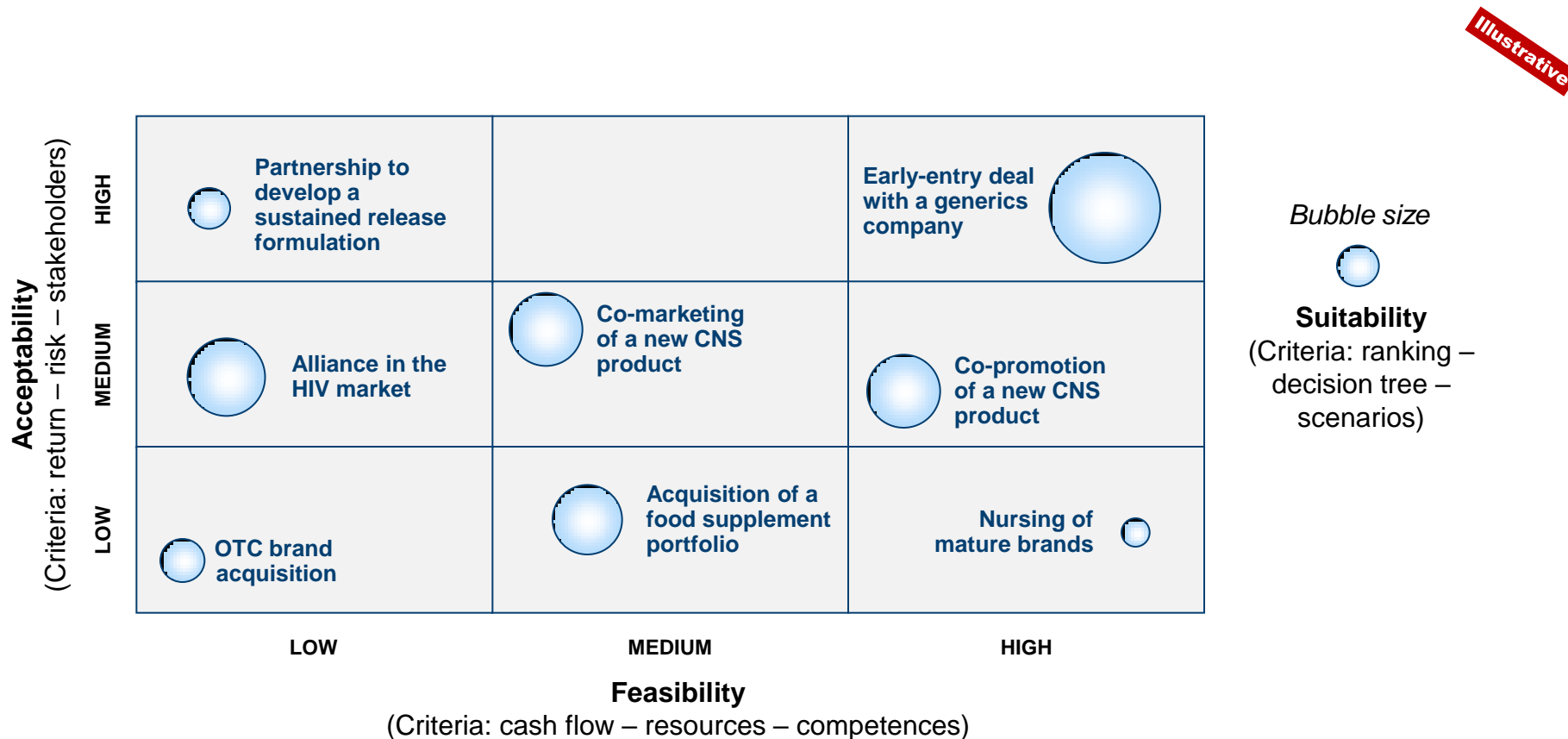


Source: Adapted by Smart Pharma Consulting from G. Johnson 2008

4. Implementation guidelines

The strategic evaluation matrix represents a convenient means to put into perspective acceptability, feasibility and suitability of different business development projects

Business development evaluation matrix

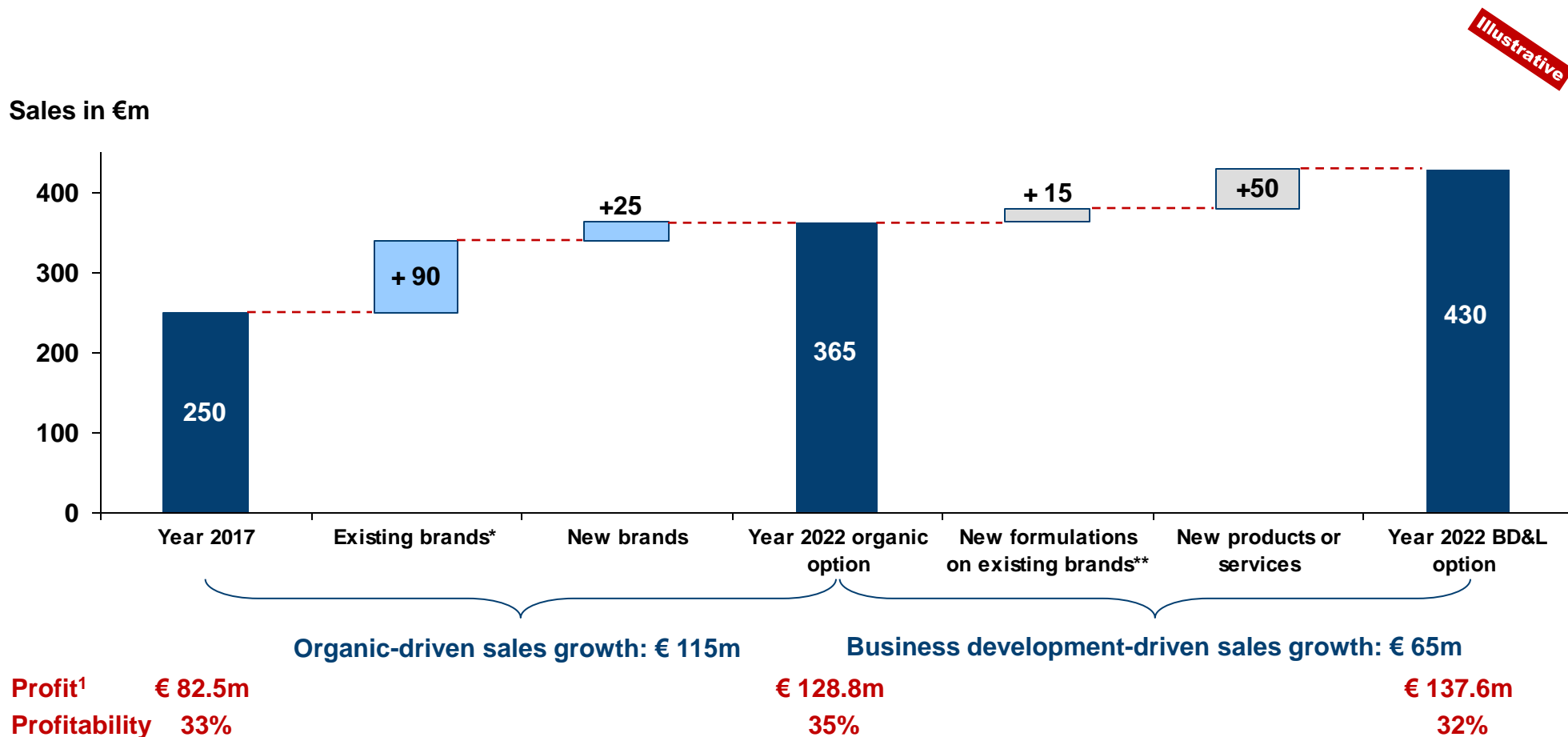


Source: Adapted by Smart Pharma Consulting from G. Johnson 2008

4. Implementation guidelines

In general, business development deals boost sales and profit growth, while altering profitability, due to profit sharing agreement and resulting organizational dysfunction

Impact of business development initiatives



Source: Smart Pharma Consulting analysis

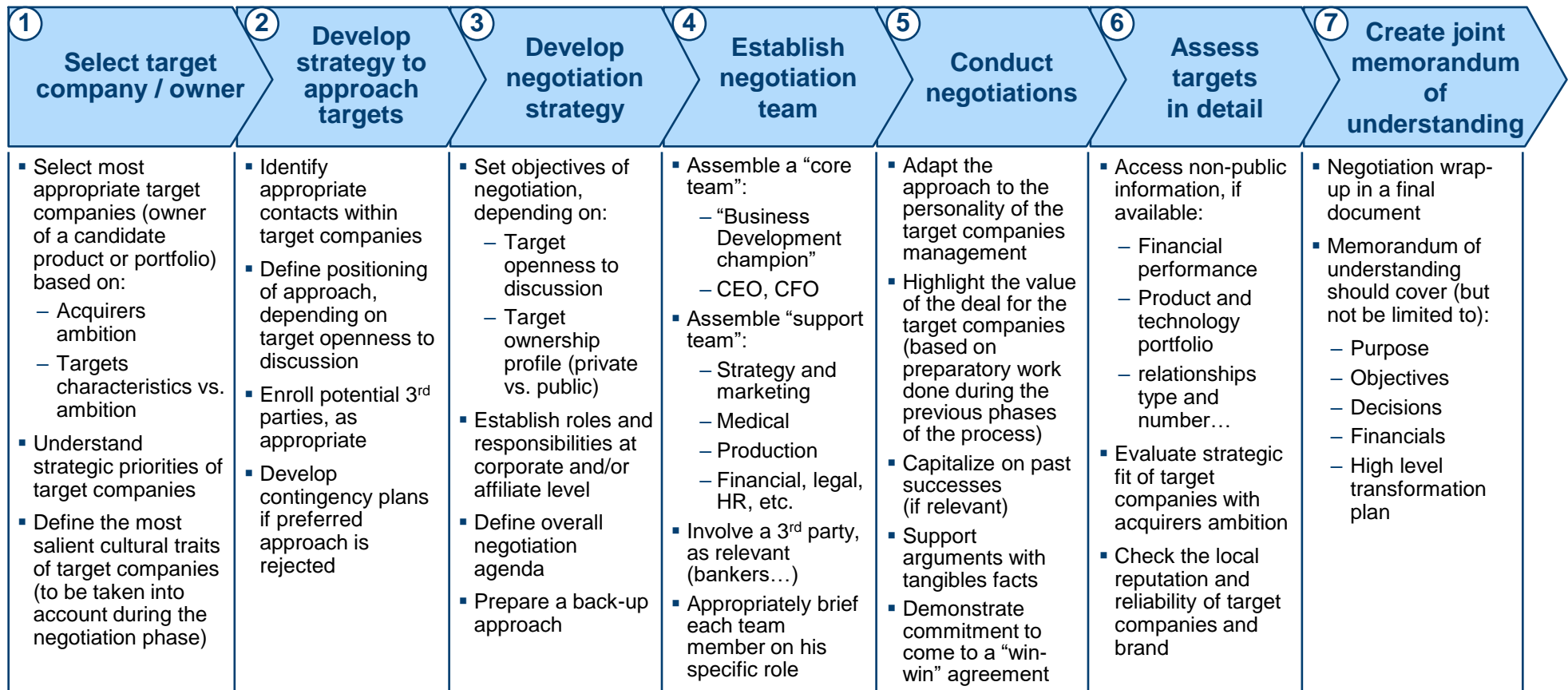
* Including new indications, dosages, formulations internally developed

** If externally developed – ¹ EBIT: Earnings before interest and taxes

4. Implementation guidelines

Business developers should follow a well-defined process to approach target companies and raise their interest for strategic relationships or M&A opportunities

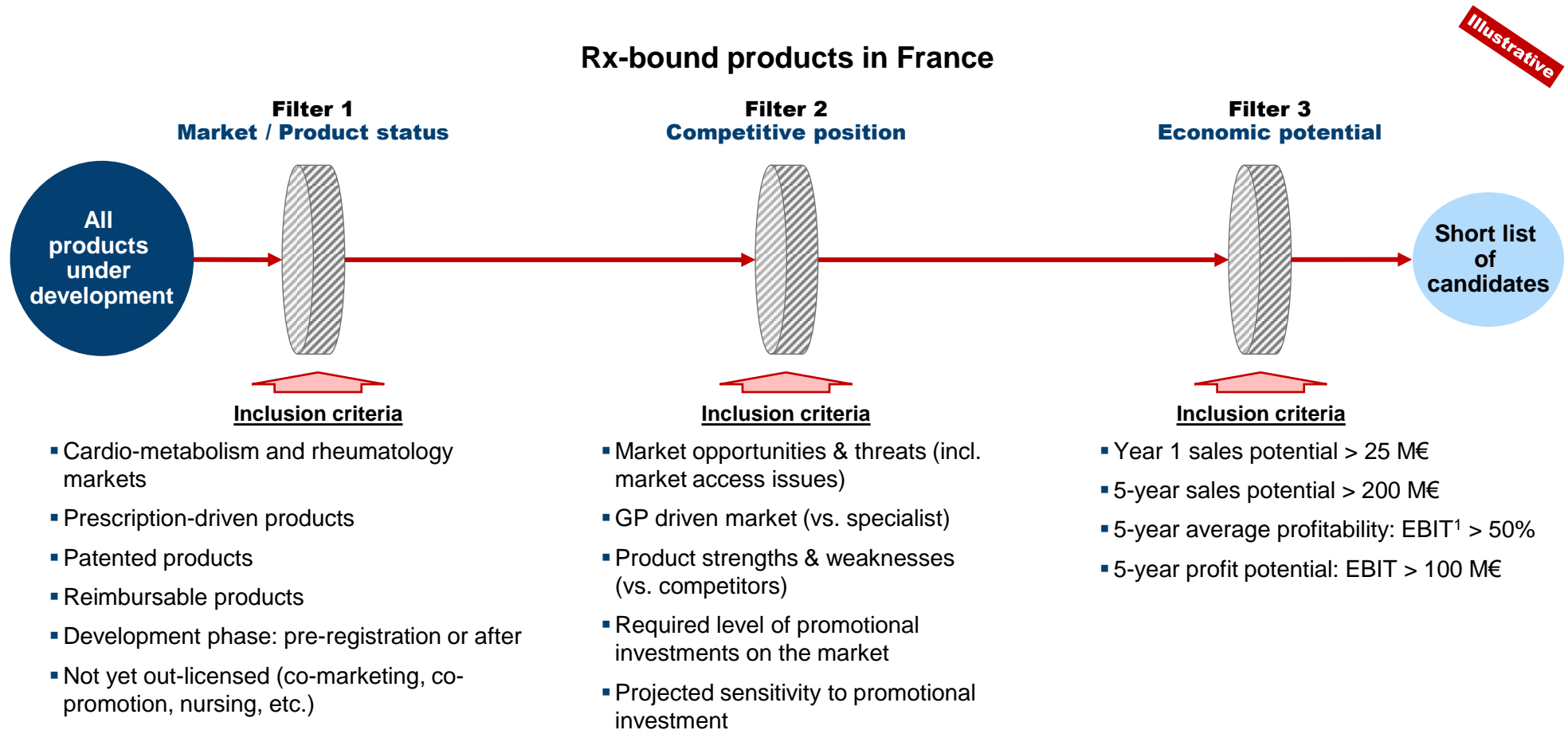
Process to approach target companies



Source: Smart Pharma Consulting analysis

The selection of most attractive candidate products under development, within a defined strategic segment, can be established through the following methodology

Under-development product screening



The selection of most attractive candidate products already marketed, within a defined strategic segment, can be established through the following methodology

Marketed product screening



The results of the screening process, leading to the most attractive candidate products, can be summarized on simple charts to facilitate comparisons

Example of short listed candidate products

Under development products

Molecule	Brand name	Originator	Licensing agreement	Mode of action	Indications	EU status
Vildagliptin	GALVUS	Novartis	No	DPP IV antagonist	• Type 2 diabetes	Registered (launched in UK)
Saxagliptin	ONGLYZA	BMS	AZ (worldwide) Otsuka (Japan)	DPP IV antagonist	• Type 2 diabetes	
Azimilide	STEDICOR	P&G US	Mitsubishi Tanabe - Asia	Potassium channel blocker	• Arrhythmia	
Lercanidipine + enalapril	ZANERIL ZANITEK	Recordati	Meda (G), Solvay (Austria)	ACEI+ CCB	• Hypertension	
Olmesartan amlodipine	-	Daiichi-Sankyo	TBD	ARAII+CCB	• Hypertension	
Tolvaptan	SMASKA	Otsuka	No	Vasopressin 2 antagonist	• Coronary failure	
Aliskiren	RASILEZ	Novartis	No	Renin inhibitor	• Hypertension	
Prednisone CR	LODOTRA	Nitec & SkyePharma	Merck-Serono	Immuno-depressant	• Rheumatoid arthritis	
Golimumab	-	Centocor (J&J)	Schering Plough (excl. US)	Anti-TNF alpha	• Spondylarthritis • Psoriasis • Rheumatoid arthritis	

Marketed products

Molecule	Brand name	Originator	Therapeutic class	Sales 2017	CAGR 2017-2022 ¹	Sales 2017-22	Promotional spend (2017)	Profits 2017-22
Rosuvastatin	CRESTOR	Astra Zeneca	C10A1	162 M€	25%	162 M€	20 M€	142 M€
Pravastatin + aspirin	PRAVADUAL	BMS	C10A1	21 M€	30%	21 M€	5 M€	16 M€
Ezetimibe	EZETROL	Merck&Co	C10A9	75 M€	12%	75 M€	7 M€	68 M€
Ibandronic acid	BONVIVA	Roche	M05B3	32 M€	15%	32 M€	16 M€	16 M€
Eletriptan	RELPAK	Pfizer	N02C1	26 M€	4%	26 M€	6 M€	20 M€
Hydroxyzine	ATARAX	UCB Pharma	N05C	20 M€	2%	20 M€	4 M€	16 M€
Mometasone furoate	NASONEX	Schering Plough	R01A1	42 M€	5%	42 M€	9 M€	33 M€
Montelukast	SINGULAR	Merck&Co	R03J2	101M€	4%	101 M€	9 M€	92 M€
Levocetirizine	XYZALL	UCB Pharma	R06A	36 M€	-5%	36 M€	11 M€	25 M€

Illustrative

“ID” cards collecting key facts, figures and analyses related to each candidate product are particularly useful before approaching their respective owner

Example of identity card for short-listed candidate products

Molecule:----- Brand name: ----- Originator: ----- Therapeutic class: -----

Product attributes				
Sales 2017	CAGR ¹ 12-17	Sales 12-17	Promo spend ²	Profits 12-17
-----M€	-----%	-----M€	-----%	-----M€
Indications	Side effects	Status		
1.	1.	<ul style="list-style-type: none"> Patent expiry date: ----- Reimbursement level: -----% Price: a:----- b:----- Promotional sensitivity: 		
2.	2.			
3.	3.			

SWOT analysis	
Market Opportunities	Market threats
<ul style="list-style-type: none"> ----- ----- ----- 	<ul style="list-style-type: none"> ----- ----- -----
Product strengths	Product weaknesses
<ul style="list-style-type: none"> ----- ----- ----- 	<ul style="list-style-type: none"> ----- ----- -----

Value for the acquirer ----- ----- ----- ----- -----	Value for the owner ----- ----- ----- ----- -----	Recommandations <input checked="" type="checkbox"/> GO <input type="checkbox"/> NO GO
--	---	--

Preferred types of deals

Exclusive marketing license
 Co-marketing
 Co-promotion
 Non exclusive marketing license
 Nursing
 Acquisition
 Other:-----

Source: Smart Pharma Consulting

Note: = high = medium = low

¹ Compounded annual growth rate – ² In 2017

5. Conclusion

BD&L opportunities may play a key role in improving pharma companies overall performance (top and bottom lines) while mitigating their business risk

Key learnings (1/2)

- BD&L refers to **strategic relationships** or **merger & acquisition** deals which enable pharma companies to strengthen their competitive position
- BD&L initiatives are expected to **generate extra revenues**, **increase profits** and/or **spread business risk**, while **leveraging potential synergies**
- **Synergies** result from a better **mixing** and **matching of capabilities**, and are the greatest when opportunities are in businesses similar to that in which pharma companies operate
- **Strategic relationships** and **M&A** may contribute to **build capabilities** and **create business synergies**, but not without **difficulties** and risks
- **Co-promotion** and **co-marketing** are the **most common forms** of business development **deals** in the pharmaceutical sector, especially at affiliate level
- Business opportunity **assessment** requires to analyze **attractiveness / key success factors** by strategic segment and pharma companies corresponding **competitive advantage**
- **Business opportunities** by strategic segment, such as Rx-bound brands, generics, OTCs, etc., can **be assessed** through **PEST analysis** and the **“5+1 forces framework”**

Source: Smart Pharma Consulting analyses

5. Conclusion

Business opportunities should be carefully assessed through strategic analyses and with specific processes and tools to maximize the chances of success

Key learnings (2/2)

- The “**5+1 forces framework**” is particularly helpful to **identify** the **key stakeholders** that will **influence the long-term structure** and **profitability** of strategic segments
- **Attractiveness** of new strategic segments should be put into a **dynamic perspective** and **potential synergies** with pharma companies existing businesses should also **be considered**
- The proposed “**Advanced SWOT**” is particularly appropriate to help pharma companies **assess** their potential **competitive advantage** per strategic segment and **possible synergies**
- The **evaluation** of each business opportunity will be determined by its degree of **suitability, acceptability** and **feasibility**
- **Discounted cash flows** and **sensitivity analysis** are amongst the most frequently used techniques **to assess business acceptability** in the pharmaceutical sector
- In general, BD&L **deals boost sales** and **profit growth** while **altering profitability**, due to profit sharing agreements and organizational dysfunctions
- **Business developers** should **follow** a well-defined **process to approach target companies** and raise their interest for strategic relationships or M&A opportunities

Smart Pharma Consulting has helped pharma companies and private equity companies assess business opportunities in various therapeutic areas

Experiences & competencies in BD&L and Strategic Due Diligences

- **Smart Pharma Consulting** has carried out several **BD&L** and **Strategic Due Diligence** projects for big and mid-sized pharma companies or for private equity firms:
 - **Pharmaceutical companies** such as:
ALK – Amgen – Chiesi – Esteve – Ethypharm (CMO/Drug delivery company) – IPSEN – NextPharma (CMO) – Nordic Pharma – Polymedic (CMO) – Pierre Fabre – Roche – Schering-Plough – Servier – Synerlab (CMO) – Schwabe – UCB Pharma
 - **Private equity firms** such as:
Alma Capital – Astorg – Cinven – Exane – Keensight Capital – PAI – Rothschild – Sagard – Weinberg
 - In **various geographic areas**:
Western and Eastern Europe – USA – Latin America – Middle East – Africa
 - For **innovative** and **generic products** belonging to many **different therapeutic areas** such as:
Oncology – Immunology – Ophthalmology – Allergy – Cardiology – Endocrinology & Diabetes – Pulmonology. etc.

Smart Pharma Consulting has carried out several business development projects & Strategic Due Diligences on numerous international markets

Examples of Business Development Projects & Strategic Due Diligences

- 2017** Value assessment of a new respiratory product in a co-promotion perspective
- 2017** Search of a worldwide pharma partner to market a dermatological product range
- 2016** Screening of target companies involved in the OTC business
- 2015** Evaluation of a “therapeutic” vaccine in HIV on EU5 and US markets
- 2015** Value assessment of a new product in osteoporosis in EU5 markets
- 2015** Preparation of a value dossier for “super-generics” and screening of mid pharma companies for licensing-in agreements
- 2015** Opportunity assessment of products to be acquired or in-licensed at the European level
- 2014** Evaluation of an existing brand in lipodystrophy
- 2014** Evaluation of the potential of a new treatment for psoriasis in the five largest European markets
- 2014** Evaluation of the potential of a new treatment for severe osteoporosis in seven European markets
- 2013** Identification of primary care developing and existing product candidates for the French market
- 2012** Identification of hospital and secondary care developing and existing product candidates for the French market
- 2010** Estimate of the sales potential of an oncology portfolio in: Iran, Iraq, Belorussia and Kazakhstan
- 2008** 10-year sales forecasts for a leading anti-diabetic drug in ten countries, including the USA
- 2007** Sales potential estimate for an ophthalmology franchise in four major European countries
- 2007** Sales potential estimates for a biosimilar in six European countries
- 2007** 5-year sales forecasts for a range of products in endocrinology in eight European countries
- 2006** Strategic Due Diligence estimating the potential of a 10-product portfolio in Spain, USA, France and UK

Source: Smart Pharma Consulting analyses

Smart Pharma Consulting's ambition is to provide participants with a unique experience during which they will boost their BD&L knowledge and thinking process

Masterclass¹: **BD&L best practices**

Day 1

- 9:00 Introduction (objectives, organization of the day, specific requests from participants)
- 9:15 Lecture / discussion #1: **BD&L objective and basic principles**
- 10:00 Exercise #1 in plenary session: **Would BD&L deals make sense at your affiliate / region level? And why?**
- 10:40 Break
- 11:00 Exercise #2 in working groups: **Draw the list of relevant information to be collected to evaluate BD&L opportunities, the corresponding sources and their level of reliability**
- 11:50 Debrief of the exercise #2 and key takeaways
- 13:00 Lunch
- 14:00 Lecture & discussion #2: **Market, product and company data analyses: best practices**
- 15:00 Case study #1: **Opportunity assessment**
 - Group A: Rx-driven product
 - Group B: OTC product
 - Group C: Medical device
- 16:15 Break
- 16:30 Debrief of the case study #1 and key takeaways
- 17:30 Conclusions of the day
- 17:45 End of the session

Day 2

- 9:00 Lecture & discussion #3: **Method and Tools to select most attractive opportunities (charts, ID cards, valuation techniques)**
- 9:40 Case study #2: **Best candidate(s) selection**
 - Groups A – B & C
- 11:00 Break
- 11:15 Debrief of the case study #2 and key takeaways
- 12:15 Lecture & discussion #4: **Definition of the best deal structure (e.g. in-licensing, JV, acquisition)**
- 12:35 Case study #3 in plenary session: **Which deal structure to favor according to the situation?**
- 13:00 Lunch
- 14:00 Lecture & discussion #5: **How to approach and negotiate a BD&L opportunity?**
- 14:45 Case study #4: **Approach & Negotiation**
 - Groups A – B & C
- 15:45 Break
- 16:00 Debrief of the case study #4 and key takeaways
- 16:45 Lecture & discussion #6: **Alliance management best practices**
- 17:15 Conclusions of the session
- 17:45 End of the session

Smart Pharma Consulting proposes a 5-day seminar for high potential and seasoned marketers who want to reinforce their strategic and operational marketing skills

Seminar: Pharma Strategy & Marketing¹

Day 1: Strategic thinking applied to companies

- Worldwide Pharma and Biotech sectors
- Evolution of the Pharma business model by 2020
- Strategic management of pharma companies

Day 2: Marketing strategic thinking

- Optimization of brand value: Brand Preference Mix, etc.
- Dynamic prescribers segmentation: Behavioral Prescribers Segmentation (BPS) approach
- Sales forecasting and performance objectives setting
- Brand Planning: Advanced SWOT, Strategy Card, etc.

Day 3: Marketing tactical thinking

- Digital marketing and multi-channel approach
- Promotional resource allocation
- Definition of Key Execution Indicators (KEIs) and Key Performance Indicators (KPIs)
- Integration of new marketing tools: Integrated Promotional Strategy (IPS) approach

Day 4: Specialized market segment analysis

- Marketing of generics and biosimilar products
- Marketing of OTC products and Rx-to-OTC switches
- Management of mature products
- Marketing of niche and hospital products

Day 5: Development of managerial skills

- Sales force effectiveness
- Team leadership
- Corporate behavior
- Communication principles

Target Audience

- | | |
|---|--|
| – Marketing executive (e.g. marketing managers, group product managers, product managers) | – Strategic planners |
| – Market research executives | – Medical executives (e.g. MSLS, medical managers) |
| – BD&L managers | – Sales forces executives (e.g. sales force managers, area managers) |

Source: Smart Pharma Consulting

¹ Inter-company program proposed both in English and in French. Since 2005, 137 experienced executives from 36 pharma companies have attended this seminar

The Best-in-Class Series

- This series intends to share concepts, methods and tools to boost the efficiency and efficacy of executives having operational responsibilities in the pharma business
- We have yet published three Best-in-Class issues:
 - The Medical Science Liaisons
 - The Pharma Marketers
 - The Medical Reps
 - The Hospital KAMs

Issue #5: Best-in-Class Pharma BD&L

- More than ever, BD&L (business development and licensing) operations have become a strategic lever to ensure long-term sustainability and performance of pharma companies
- However, BD&L activities are complex and require a high degree of expertise and experience
- This new booklet presents key concepts, methods and tools that we apply when we help pharma companies improve their BD&L excellence in the context of consulting projects or training courses

Smart Pharma Consulting Editions



- Besides our consulting activities which take 85% of our time, we are strongly engaged in sharing our knowledge and thoughts through:
 - Our teaching and training activities
 - The publication of articles, booklets, books and expert reports
 - As of today, more than 100 publications in free access can be downloaded from our website
 - In 2016, we have published more than 770 pages of documents covering Pharma market insights, strategic and marketing expert reports, as well as management concepts, methods and tools
 - Our research activities in pharma business management and our consulting activities have shown to be highly synergistic
 - We expect that this new publication will interest you and we remain at your disposal to carry out consulting projects or training seminars to help you improve your BD&L excellence
- Best regards
- Jean-Michel Peny