

Campbell Alliance

Press Kit Materials

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About Campbell Alliance

Campbell Alliance is the premier specialized management consulting firm serving the pharmaceutical and biotech industries.

Thanks to our industry focus and in-depth expertise, we can help pharmaceutical and biotech companies tackle their most complex and specialized challenges, develop strategic and operational plans, and improve the efficiency of their internal operations.

We are organized like a pharmaceutical company, with specialized practice teams focusing on critical pharmaceutical and biotech industry functions, including

- Brand Management
- Business Development
- Clinical Development
- Managed Markets
- Sales

Each of our consultants has spent years working in the pharmaceutical industry and/or providing consulting services to industry clients. This industry focus and depth of functional expertise allow us to “hit the ground running” on complex projects, delivering value that less specialized firms cannot match.

From our offices in Raleigh, N.C., Parsippany, N.J., Woodland Hills, Calif., South San Francisco., Chicago, and New York City, we serve clients throughout North America, Europe, and Japan. Our clients include most of the world’s top 20 pharmaceutical companies, as well as a host of emerging and midsize firms.

Campbell Alliance – Company Fact Sheet

About Campbell Alliance

Founded in 1997, Campbell Alliance (www.campbellalliance.com) is the leading management consulting firm specializing in the pharmaceutical and biotechnology industry. From its locations in Raleigh, N.C., Parsippany, N.J., Woodland Hills, Calif., San Bruno, Calif., Chicago, and New York City, the firm serves clients throughout North America, Europe, and Japan.

Practice Areas

Campbell Alliance is organized into practice areas, each specializing in a critical industry function.

- Brand Management – helps companies plan for and improve the commercial performance of their brands during all stages of the product life cycle—from pre-launch development through maturity
- Business Development – helps companies who need assistance developing business development strategies, identifying partners, prioritizing targets, evaluating opportunities, and negotiating deals
- Clinical Development – assists companies correct or improve processes that are most likely to cause delays or budget overruns in clinical development
- Managed Markets – helps companies stay informed about changing reimbursement conditions such as Medicare reform, government policy changes, increasing payer cost constraints, and new benefit and formulary management models as well as understand their implications and more effectively deal with third-party payers
- Sales – helps companies take a “total” approach to sales force optimization—and realize superior sales results including sales strategy, analytics, effectiveness, training, and assessment

Management Team

John J. Campbell, Chief Executive Officer

Using his extensive experience in the pharmaceutical, contract research, and information technology segments of the healthcare industry, John J. Campbell founded Campbell Alliance in 1997. Today, the company is the premier provider of management consulting services to the pharmaceutical and biotech industry.

Before founding Campbell Alliance, Mr. Campbell was an executive with Lawrence Investing Company, a New York-based investment firm; he co-founded HealthMatics, a medical software company, and he was Director of Business Development for the pharmaceutical giant GlaxoWellcome. Mr. Campbell earned an MBA from the College of William & Mary in Virginia and received his BBA, *summa cum laude*, from Pace University in New York.

Ann L. Campbell, President

Before joining Campbell Alliance, Ann Campbell was a vice president with Bricker & Associates, an operational improvement consulting firm and wholly owned subsidiary of Keane, Inc. She also held management, technical, marketing, and sales positions for a major hardware and software vendor.

Ms. Campbell graduated with distinction from Northwestern University Kellogg Graduate School of Management, earning a Master of Management degree, with concentrations in Marketing and Organizational Behavior. She has a Bachelor's degree in Mathematical Sciences, with a concentration in Computer Science from the University of North Carolina at Chapel Hill.

Clients

The firm's clients include most of the world's "top 20" pharmaceutical companies and numerous emerging and midsize firms, including: Abbott Laboratories, Ajinomoto, Altana, Amgen, AstraZeneca, AtheroGenics, Bayer, Bayer Biologics, Becton-Dickinson, Berlex Pharmaceuticals, Bioglan Pharmaceuticals, BioStratum, Boehringer Ingelheim, Bristol-Myers Squibb, C.B. Fleet, Caremark, Celltech, Centocor, Cerner, Chimerix, Chiron, Chugai Pharmaceutical, CollaGenex Pharmaceuticals, ConvaTec, Cornerstone BioPharma, Daiichi Asubio Pharmaceuticals, Dyax, Ebewe Pharma, Eisai, Inc., Eli Lilly, EMD Pharmaceuticals, Fujisawa, Genentech, GlaxoSmithKline, Guilford Pharmaceuticals, Innovex, InterMune, Janssen Pharmaceutica, Jazz Pharmaceuticals, King Pharmaceuticals, LabCorp, Mallinckrodt Pharmaceuticals, MannKind Corporation, MedImmune, Merck, Merck/Schering-Plough, Meridian Medical Technologies, Misys, Molecular

Insight Pharmaceuticals, Nabi Biopharmaceuticals, Novartis, Organon, Ortho-McNeil, Pfizer, Pozen, Praxair, Premier, Protein Design Labs, ProxyMed, Quintiles Transnational, Reliant Pharmaceuticals, Research Triangle Institute, Roche, Salmedix, Sankyo Pharma, Sanofi-Aventis, SAS Institute, SciClone Pharmaceuticals, Scios, Serono, Shire Pharmaceuticals, Takeda Pharmaceutical Company, TAP Pharmaceutical Products, UCB Pharma, Valeant, Xanodyne Pharmaceuticals, ZLB Behring

Campbell Alliance – Company Backgrounder

Campbell Alliance was founded in 1997 on the basis of an inspired idea—that consultants should know the industry they support inside and out. The firm specializes exclusively in the pharmaceutical and biotech industry. As a result, Campbell Alliance has a deep understanding of client operations at the functional level. The firm’s clients consider Campbell Alliance a true strategic partner in their success, and the firm has earned their trust.

Specialized in Pharmaceutical and Biotech Consulting

Campbell Alliance’s services cover a comprehensive range of industry needs, some of which are more general in nature, while others are highly specialized. Broadly speaking, the firm’s services can be grouped as follows:

- Strategy Development – Commercial and R&D-related strategies at the corporate, division, team, or product level
- Operations Improvement – Plans, tools, and processes to improve the efficiency of clients’ internal operations
- Implementation Support – Implementation of strategies and recommendations developed during consulting engagements

Campbell Alliance is organized into practice areas, each specializing in a critical industry function:

- Brand Management
- Business Development
- Clinical Development
- Managed Markets
- Sales

The firm’s practice teams do not take a “silo” approach to multifunctional challenges. When necessary, they work together to address the ripple effect of changes in one area on other functions, developing an integrated action plan that produces the desired net result.

Experienced Consultants

Campbell Alliance’s dedication to the pharmaceutical and biotech industry, and depth of functional expertise allows its team to “hit the ground running” on complex projects, delivering a level of value the less specialized firms cannot match. Every one of the consultants at Campbell Alliance is an expert who has spent years working in the industry and/or providing consulting services to industry clients.

Satisfied Clients

The firm’s commitment to delivering positive results has won laudatory client testimonials and loyal customers. More than 90% of its business comes from satisfied repeat clients, and it consistently earns excellent scores on client satisfaction surveys.

Campbell Alliance – Overview of Practice Areas

Campbell Alliance is organized into practice areas, each specializing in a critical industry function.

Brand Management Practice

The Brand Management practice at Campbell Alliance can help enhance the commercial performance of products from initial launch through product maturity. The firm's team members are experts at new product planning, commercial strategy development, brand planning, product launch, and myriad other aspects of maximizing the value of pharmaceutical assets. The team has also developed commercial strategies and programs in various geographic markets, including the US, Canada, Europe, and Latin America. Services include

- Portfolio planning
- New product planning
- Launch excellence
- Growth maximization
- Life cycle extension
- Capability enhancement

Business Development Practice

The Business Development Practice at Campbell Alliance helps licensing executives achieve an edge over the competition. Our consultants provide experienced counsel to clients who need assistance developing business development strategies, identifying partners, prioritizing targets, evaluating opportunities, and negotiating deals.

The firm's team members include seasoned professionals in pharmaceutical and biotech business development. As consultants and industry professionals, they've identified, assessed, and executed numerous in-licensing deals, assisted out-licensors, helped clients improve internal processes for pharmaceutical business development, and helped top executives chart new strategies in corporate development. Services include

- Strategy development
- Opportunity identification
- Opportunity assessment
- Out-licensing planning
- Process improvement

Clinical Development Practice

Our Clinical Development Practice is composed of operations improvement specialists who are also experts in clinical development. We have the expertise to serve as an extension of our clients' clinical development leadership teams and the focus to drive major change initiatives to completion as quickly as possible. Services include

- Electronic data capture
- Improved operational efficiency
- Strategic change

Managed Markets Practice

Our Managed Markets Practice helps clients stay informed about changing reimbursement conditions such as Medicare reform, government policy changes, increasing payer cost constraints, and new benefit and formulary management models as well as understand their implications and more effectively deal with third-party payers. Services include

- Market assessment
- Strategy development
- Tactical execution

Sales Practice

A combination of quantitative and qualitative factors must be addressed to get maximum sales force effectiveness, whether you're dealing with a large primary care team or a small specialty sales group. These factors include

- Deployment (targeting, size, structure, alignment)
- Support (marketing support, communications, sales force automation)
- Motivation (incentive compensation, recognition, professional development, confidence in management)
- Ability (recruiting, training, assessment)

The Sales Practice at Campbell Alliance helps pharmaceutical and biotech companies take a “total” approach to sales force optimization—and realize superior sales results. Services include

- Sales strategy
- Sales analytics
- Sales force effectiveness
- Sales training
- Sales force assessment.

The Brand Management Practice at Campbell Alliance

All brand products progress through predictable stages: initial uptake at launch; a growth phase; peak revenues at maturity; and, finally, decline. While this basic pattern is not susceptible to change, along the way crucial opportunities arise that may speed uptake, allow a higher revenue peak, or extend brand life. By capturing these opportunities, pharmaceutical and biotech companies can realize significantly greater total value from their brands.

Our Brand Management Practice can help maximize the commercial performance of products from initial launch through product maturity. Our consultants are experts at new product planning, commercial strategy development, brand planning, product launch, and myriad other aspects of maximizing the value of pharmaceutical assets.

Our experience cuts across numerous therapeutic areas. In addition, our Brand Management Practice has developed commercial strategies and programs in a number of geographic markets, including

- US
- Canada
- Europe
- Latin America

The following outlines our Brand Management practice's service offerings:

Portfolio Planning

- Portfolio Investment Strategy
 - Identify investments that can be made across a portfolio of pipeline and/or in-line products to increase its value
 - Assess and quantify potential investment opportunities
 - Balance investments across the portfolio to enhance its value

New Product Planning

- Product Opportunity Prioritization
 - Define and establish priorities among opportunities (e.g., new indications, new geographic markets) to build brand value
- Comprehensive Commercial Planning
 - Define requirements for commercializing opportunities
 - Develop commercialization plans for new products or new indications for in-line products

Launch Excellence

- Launch Playbook™
 - Build a detailed launch plan that can be executed at the operational level, keeps all launch preparations on track, and keeps senior management informed of progress
- Launch Project Management
 - Ensure flawless launch management at the “ground level”

Growth Maximization

- Brand Diagnostic and Product Turnaround
 - Diagnose the causes of poor commercial performance
 - Develop strategies to “turn around” underperforming products
- Competitive War Gaming
 - Develop “shadow” brand plans and proactively build strategies against competitors
- Program Design
 - Design and implement specialized marketing and selling programs for complex products or products in difficult selling environments

Life Cycle Extension

- Prescription to Over-the-Counter (Rx-to-OTC) Conversion Strategies
- Follow-On Product Strategies

Capability Enhancement

- Building an Integrated Marketing Function
 - Develop brand management, marketing, or marketing support functions from scratch (methods and processes, organization, personnel, tools, and technology)
 - Ensure proper integration of other key functions (e.g., Medical Affairs, Sales, Managed Markets, Trade, Distribution)
- Improving Existing Marketing Functions, Processes, and Tools
 - Global commercial planning
 - Brand planning
 - Launch

The Business Development Practice at Campbell Alliance

Today's pharmaceutical licensing environment is extremely competitive. Companies must be able to move quickly to identify, evaluate, and negotiate deals that create shareholder value.

Campbell Alliance's Business Development Practice helps licensing executives achieve an edge over the competition. Our consultants provide experienced counsel to clients who need assistance developing business development strategies, identifying partners, prioritizing targets, evaluating opportunities, and negotiating deals.

Our team members are seasoned professionals in pharmaceutical and biotech business development. As consultants and industry professionals, they've identified, assessed, and executed numerous in-licensing deals, assisted out-licensors, helped clients improve internal processes for pharmaceutical business development, and helped top executives chart new strategies in corporate development.

The following outlines our Business Development practice's service offerings:

Strategy Development

- Develop BD strategies to help companies better achieve their financial and commercial goals
- Conduct needs assessments to understand what capabilities, tools, and methods the BD organization will need to achieve its commercial objectives

Opportunity Identification

- Identify in-licensing opportunities that meet specified strategic criteria
- Conduct in-licensing opportunity screening
- Validate selection of in-licensing candidates

Opportunity Assessment

- Assess the potential commercial value of licensing opportunities
- Apply advanced analytical approaches (e.g., Monte Carlo simulation and real option valuation models) to evaluate the financial viability of licensing opportunities
- Formulate offers and alternatives

Out-Licensing Planning

- Define out-licensing objectives and develop out-licensing strategies
- Identify potential out-licensing partners
- Develop dossiers for products being considered for out-licensing
- Develop or improve BD materials to present the client company as an attractive potential partner

Process Improvement

- Assist in improving the performance of the BD organization
- Define and implement an effective stage-gate process for the BD function, clearly defining activities, roles, milestones, deliverables, decision points, and decision criteria

- Select, develop, and implement technologies to support the BD organization
- Design and implement improved processes for managing the BD activities pipeline
- Establish or improve processes for monitoring and managing deals after agreements are signed

The Clinical Development Practice at Campbell Alliance

Success in clinical development is key to the long-term success of pharmaceutical and biotech companies. Today, however, the size and complexity of clinical programs are increasing disproportionately faster than available resources. To succeed, clinical organizations must find new, more efficient ways of operating.

That requires reviewing (and often revamping) current work processes, organizational structures, and technologies. Our clients are clinical development leaders that are seeking a partner to help improve the efficiency and effectiveness of their operations. They need experts to help drive change initiatives so that their key staff can remain focused on producing clinical results.

Our Clinical Development Practice is composed of operations improvement specialists who are also experts in clinical development. We have the expertise to serve as an extension of our clients' clinical development leadership teams and the focus to drive major change initiatives to completion as quickly as possible.

For example, our clients retain us to help lead their electronic data capture (EDC) initiatives because they

- Understand that for EDC to bring real benefits, the organization must fundamentally alter the way it works from a paper-based, serial approach to an on-line, parallel approach
- Know that redefining their working processes will require significant effort, but the internal staff who are most qualified to lead that effort are also the ones who are most pivotal to ensuring the success of ongoing studies and can't spare the time or resources
- Take advantage of our expertise to support their EDC initiatives, allowing their key internal staff to be involved only when their guidance is essential

Clients cite similar reasons for partnering with Campbell in many of their most important change initiatives, including

- Re-engineering the protocol design and development process
- Creating more effective outsourcing, project management, and vendor management processes
- Leveraging new technology and processes in data collection and management
- Revising the organizational structure to take advantage of improvements in technology, enhancements of roles, or better geographic distribution

Our clinical development experts have seen numerous tools, processes, and methods for improving clinical efficiency through their work as consultants, as well as their previous experiences working in leading pharmaceutical companies, CROs, and other related organizations. As a result, they have developed a keen awareness of what actually works and what doesn't.

The following outlines our Clinical Development Practice's service offerings:

Electronic Data Capture

- Develop EDC business cases and strategies
- Assist with EDC system selection
- Redesign clinical processes to maximize the benefits of EDC solutions
- Design EDC implementation plans
- Develop and help execute EDC training and rollout plans

Improved Operational Efficiency

- Assess operational processes to identify opportunities for improvement
- Re-engineer operational processes to improve efficiency
 - Data flow management
 - Patient enrollment
 - Protocol design and development
 - Site initiation and activation
 - Site performance
 - Site relationship management
 - Training initiatives and program management
 - Publication planning and implementation
- Develop metrics to help measure, track, and manage key processes

Strategic Change

- Assess corporate strategies, anticipate the demands that will be placed on the clinical organization, and determine how the organization should plan to meet those demands
- Design new clinical development functions from the ground up
 - Organizational size and structure
 - Roles and responsibilities
 - Tools and technologies
 - Processes
- Strategically improve, expand, or refine existing clinical organizations
- Develop or improve outsourcing strategies and approaches

The Managed Markets Practice at Campbell Alliance

In the US, approximately 80% of prescription drug expenditures are now managed by private and government third-party payers. Pharmaceutical companies cannot afford to overlook the strategic importance of payers in today's marketplace or the tremendous influence they can have on the commercial performance of pharmaceutical and biotech products.

The reimbursement environment is also changing dramatically, and shifts over the next several years will have major effects on the competitive forces affecting many products. Key drivers of change include

- Medicare reform
- Government policy changes
- Increasing payer cost constraints
- New benefit and formulary management models

In addition, the ever-present threat of new branded products and generic competitors can shift the reimbursement dynamics for any given product. Companies that do not stay abreast of these potential changes and understand how they can affect their products are likely to suffer an eventual negative impact on access, revenue, and profitability.

Our Managed Markets Practice helps clients stay informed about changing conditions, understand their implications, and more effectively deal with third-party payers. The following outlines our Manage Markets Practice's service offerings:

Market Assessment

- Conduct quantitative and qualitative research with managed markets decision makers to
 - Understand market environments
 - Test potential value propositions
 - Inform strategy development
- Use decision-support modeling and quantitative analysis to understand market conditions and inform strategy development
- Conduct scenario planning and competitive war gaming exercises

Strategy Development

- Develop product or channel strategies for
 - Commercial managed care
 - Medicare
 - Medicaid
 - Long-term care
 - Employers
 - Hospitals
 - VA and Department of Defense

- Create, evaluate, and refine payer value propositions
- Develop pricing and contracting strategies
- Devise strategies for value-added offerings

Tactical Execution

- Segment and prioritize accounts to optimize account management efforts
- Define or improve pull-through strategies, processes, tools, and messages
- Conduct training to maximize the effectiveness of account management personnel, field sales personnel, and others

The Sales Practice at Campbell Alliance

The sales force is a pharmaceutical company's most expensive promotional resource. Too often, however, companies fail to realize the maximum return on that investment.

On its own, a purely numbers-driven approach to sales force effectiveness—focused solely on size, structure, and alignment—is insufficient to drive superior performance. In many cases, companies focus on the quantitative aspects of sales force optimization, while neglecting the equally important qualitative factors.

In our experience, a combination of quantitative and qualitative factors must be addressed to get maximum sales force effectiveness, whether you're dealing with a large primary care team or a small specialty sales group. These factors include

- Deployment (targeting, size, structure, alignment)
- Support (marketing support, communications, sales force automation)
- Motivation (incentive compensation, recognition, professional development, confidence in management)
- Ability (recruiting, training, assessment)

Our Sales Practice can help you take a “total” approach to sales force optimization—and realize superior sales results. From pharmaceutical sales force training to strategy and analytics, we can help.

The following outlines our Sales Practice's service offerings:

Sales Strategy

- Design and plan the deployment of office-based and institutional sales forces
 - Size
 - Structure
 - Territory alignment
- Develop innovative selling models
- Devise multi-channel selling strategies
- Perform value and influence mapping to inform strategy development
- Develop forecasts
- Design sales force transition plans

Sales Analytics

- Use promotional response modeling to optimize resource allocation
- Use advanced methods for
 - Segmentation
 - Targeting
 - Call planning
- Develop or improve incentive compensation strategies
 - Analysis plan
 - Design
 - Goal setting
- Design and implement pilot programs, and analyze their effectiveness

Sales Force Effectiveness

- Conduct productivity and performance analyses to identify areas of strength, as well as opportunities for improvement
 - Macro-level: Overall or at the regional level
 - Micro-level: District, territory, or rep level
- Develop physician access strategies
- Identify and apply industry best practices

Sales Training

- Conduct assessments to understand the organization's training needs
- Develop training strategies
- Design and develop training infrastructure
 - Curricula
 - Process
 - Organization
- Design and implement business training solutions

Sales Force Assessment

- Use interactive assessment and training solutions to maintain a highly skilled sales force
 - Ongoing assessment and training
 - Integrated training solutions
 - Event-driven (e.g., new product launches, new competitors) assessments and training
- Develop improved programs to evaluate and train new sales representatives

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Campbell Alliance[®]
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