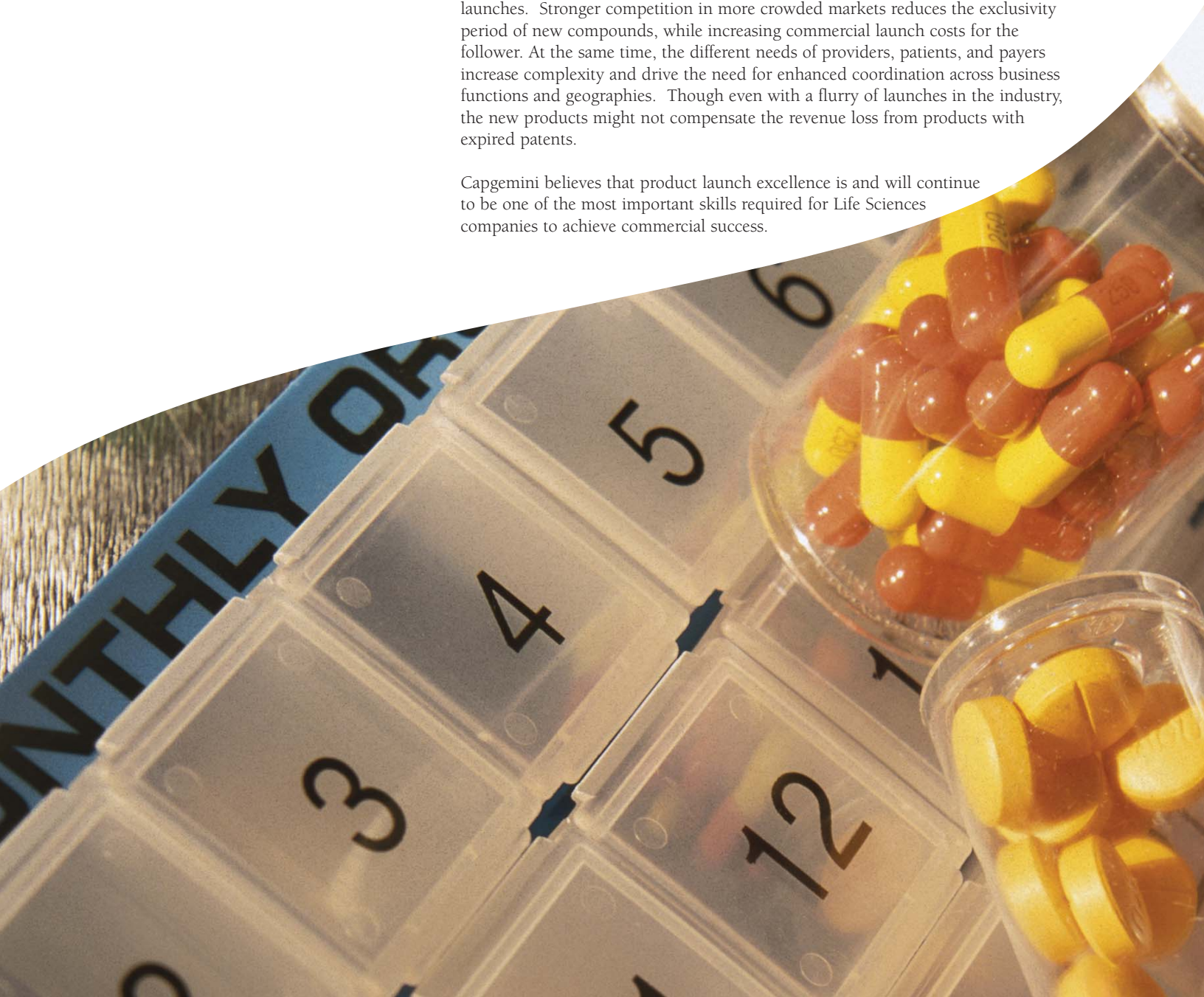


Striving for Product Launch Excellence

Product launch excellence is now a required core competency for every successful pharma company.

With the end of the blockbuster era and increased generic competition, future performance is even more dependent on well orchestrated and managed product launches. Stronger competition in more crowded markets reduces the exclusivity period of new compounds, while increasing commercial launch costs for the follower. At the same time, the different needs of providers, patients, and payers increase complexity and drive the need for enhanced coordination across business functions and geographies. Though even with a flurry of launches in the industry, the new products might not compensate the revenue loss from products with expired patents.

Capgemini believes that product launch excellence is and will continue to be one of the most important skills required for Life Sciences companies to achieve commercial success.



The Recipe for Success

Pharma companies rarely have a second chance to make a significant impact with a new product. The strongest indicator of long-term product success is sales performance within the first nine months of launch. The key factors for a successful product launch are well known in the industry.

Shape the Product

Blockbuster drugs are not just discovered, they are proactively designed. The key to a well shaped product is excellent coordination between R&D and the commercial functions early on in the product's development. Early commercial inputs, market research, and key opinion leader involvement are essential. Health outcomes analysis and a compelling value story for the managed market environment is a necessity.

Shape the Market

Attaining a steep penetration and maximization of sales is primarily a consequence of marketing investments aimed at conditioning the market over several years, rather than a few months prior to or during the launch. Broad clinical trials can be

used to grow the awareness among physicians, increasing the percentage of physicians that have had experience with the product prior to launch. Scenario planning and war games provide vital insight into the future competitive landscape and prepare launch teams to succeed in multiple scenarios.

Shape the Organization

Product launches always results in organizational change. Companies launching products in a new therapeutic area will require a new infrastructure; products launched into an existing portfolio mandate coordinated positioning and decisions about shared resources. Conflicts for scarce resources must be managed, and synergies need to be maximized.



Maximizing peak sales

A premier league global pharmaceutical company wanted to redefine its product launch and brand development strategy to maximize the global launch of a new product and create a blockbuster franchise.

Capgemini created global teams to commercialize the product, design an aggressive launch strategy and plan high-impact launch tactics. This was achieved by holding a two day innovative Global Product Launch Conference.

Three parallel sessions with more than 650 participants resulted in a breakthrough product launch model with unparalleled mobilization and product development power. The impact was felt at both local and corporate level:

- Expectations of peak sales increased on average by 24% as a result of the approach
- 95% of the countries incorporated lessons and new knowledge learned at the ASE into their launch plans
- The client has established its strategic brand as the gateway to being the dominant global player in the therapeutic area

The Reality is Different

However, we have had to recognize much too often that launch activities are not designed for excellence.

Strategy - How It All Fits Together

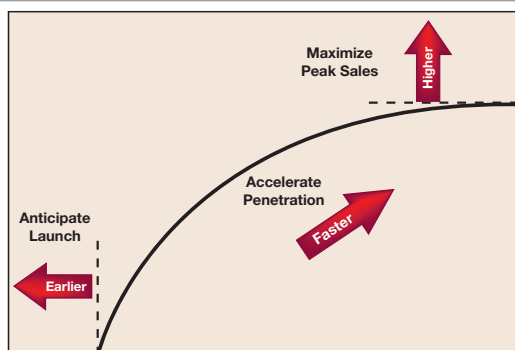
A product with a poor strategy is doomed to fail long before the main investments are made. Lack of a clear vision, poor life cycle planning and/or positioning within the portfolio and competing products will provide significant barriers to success.

Today's Planning - Tomorrow's Success

To achieve optimum returns, early planning across functions and geographies is a major step to a successful launch. For individual countries, the launch team, staffed with the right resources, must commit to at least two years' preparation. Lack of dedicated program management resources specifically at tier two pharmaceutical companies often contributes to planning and coordination problems.

Think Globally - Act Locally

Global coordination often takes the back seat after local optimization.



Timely and effective launch planning is a critical enabler to achieving maximum peak sales

A quick succession of roll-outs, strategically selected for the best reference price is required – with implications for phase III studies, pricing, and registration strategies.

Balancing Short-Term and Long-Term Priorities

Prioritizing short-term over long-term needs is a common mistake. In the case of product launch, budgetary restrictions and resource conflicts due to operational challenges at the start of the launch can lead to delayed launch activities and a frantic rush

when the launch meeting draws near. Achieving the milestones takes precedence over maximizing the sales, despite better judgment.

Communication and Coordination

In our experience, communication and collaboration breakdowns are frequently discovered at the interfaces between organizational units, and product launches are no exception. Whereas individual functions execute well within their areas of responsibility, too often we witness a lack of appropriate communication and effective collaboration across functions and between alliance partners, leading to limited understanding, reduced effectiveness, and painful surprises down the road.

World Class Execution

Finally, a well orchestrated strategy can lead nowhere if the proper tactical plan and teams are not in place to implement it. Very often, launch teams fail to establish clear roles and responsibilities, conduct sub-optimal meetings, lack visibility and discipline, and fail to conduct the appropriate contingency planning and risk management exercises to avoid key pitfalls. Product launch execution will challenge every organization, and will separate the best from the rest.

Concurrent Launches

While retaining the focus on selling its current blockbuster drug, a global pharma company needed to initiate four parallel product launches within a short timeframe, encountering significant resource constraints as well as organizational challenges. Capgemini supported all four product launches on an individual product and overall program level including:

- Assessing the launch readiness of each of the launch teams
- Reviewing and establishing clear launch governance, validating product strategies and developing detailed product launch plans
- Optimizing the portfolio positioning and identifying initiatives to maximize the lifecycle value of the portfolio
- Driving project management activities
- Ad-hoc resolution of a variety of issues identified during the launch
- Building organizational knowledge through training, knowledge capturing, and ongoing knowledge transfer

As a result, the client was able to launch the products successfully in the target time frame while transforming a single product company into a portfolio company.

Helping You Launch Tomorrow's Products Today

Through the implementation of best practices and proprietary tools, Capgemini is experienced in enabling companies to achieve successful product launches.

Our Life Sciences team knows how to keep launch preparations on track, having developed unique methodologies to clarify launch requirements and integrate cross functional launch planning processes. We can help you build tomorrow's successful product today.

Capgemini offers:

- Experience with multiple concurrent launches, product relaunches, global launch coordination, and mobilization
- Powerful proven planning and implementation tools e.g., capability assessment, risk mitigation and scenario planning, and internal and external mobilization
- Implementation of state-of-the-art launch processes and organization
- Expertise in a broad variety of commercial strategy and execution topics from publications to sample management

As a global leader in Life Sciences consulting, Capgemini is a truly multicultural team. We provide industry-specific points of view, solutions and expertise integrating the global and local perspective. We also remain the only company in our industry to publish our delivery track record.

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About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience.

Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of world-leading technology partners and collaboration-focused methods and tools.

Through commitment to mutual success and the achievement of tangible value,

we help businesses implement growth strategies, leverage technology, and thrive through the power of collaboration.

Capgemini employs approximately 61,000 people worldwide and reported 2005 global revenues of 6,954 million euros.

Recognized as sector thought leaders, the Life Sciences team is comprised of highly experienced industry practitioners who help pharmaceutical executives reach and deliver their particular vision of the future.

For more information about Capgemini and its Life Sciences team please visit www.capgemini.com/lifesciences