



An Oracle White Paper
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A New Commercial Model for a New Market Landscape

Enabling a Profitable Future for Life Sciences

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Executive Summary

Europe's Health Systems are under intense pressure. The prevalence of chronic disease is rising, the population continues to age, new advances are creating new cost pressures and patients are becoming more demanding. Across the pharmaceutical industry, a Golden Age of blockbuster products and high profitability has come to an end. A new market landscape has unfolded, whose contours are infinitely more complex. Markets have fragmented into niches. Different types of customers and influencers have emerged. Competition has become more intense. New regulations and an increasing focus on value have necessitated new approaches to obtain access to markets, and cost control has become a pressing issue.

These changes have taken place rapidly over the past few years, presenting significant new challenges – and opportunities – to an industry that has long been used to a relatively stable way of selling and marketing products. To adapt to the new landscape, retain profitability and capitalise on emerging opportunities, pharmaceutical companies are now redefining their commercial models.

Any new commercial model must be geared to enabling two-way dialogue with a wider audience of customers and stakeholders, across a wider range of channels – both face-to-face and electronic. It must be tailored for the market dynamics of individual geographies without compromising compliance or brand integrity. It must also be designed to rein in costs and boost efficiency as profit margins are squeezed. And it must be sufficiently adaptable and flexible to cope with further changes in future.

This Oracle white paper analyses the challenges for pharmaceutical companies and outlines the core features of a successful new commercial model for the Life Sciences industry. Based on five key capabilities, this new commercial model must be supported by technologies that enable it to be implemented rapidly, smoothly, effectively and at low cost.

This paper also illustrates how the Life Sciences industry can use Oracle's portfolio of solutions to enable new commercial models now and into the future. It will also show how leading pharmaceutical companies have already used Oracle solutions for Life Sciences to support their business transformation and create sustainable competitive advantage in a continuously changing market environment.

The Pharmaceutical Industry Faces Major Challenges

Healthcare providers and payers across Europe are acutely aware that a change in approach, involving a stronger focus on health outcomes will be essential.. A rapidly ageing population, higher prevalence of long-term chronic diseases, constrained budgets and fewer working-age people to provide – and fund – care mean that European healthcare systems cannot continue to operate as they have done traditionally.

Pharmaceutical sales representatives have noticed a steady decline in access to doctors and healthcare providers. This is compounded by the fact that most physicians are online, and that prefer to seek medical information through this channel. A US study by Manhattan Research shows that 75% of Physicians go online daily for professional purposes, spending on average 7.9 hours per week online. This increase is consistent across web, mobile, email, emr and social communities as is the desire to get even more information online¹.

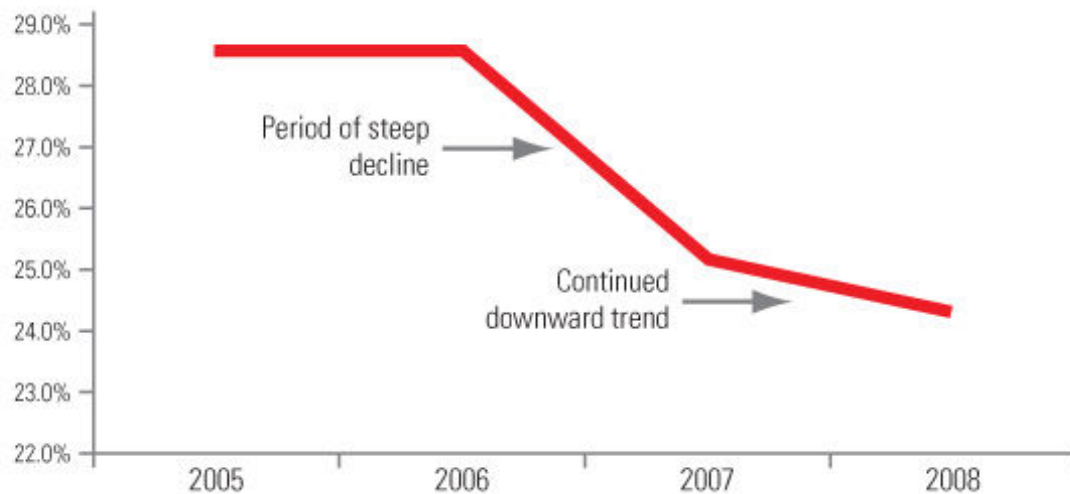
The pharmaceutical industry has been studying this trend, and some leaders have been taking action. In May 2010, the BNet Pharma newswire reported that AstraZeneca had made a decision to lay off more than 400 sales reps responsible for selling its blockbuster heartburn drug, Nexium,². Instead, it has set up a contact centre staffed with 300 customer-service advisors primed to deliver information about the drug via the phone and internet.

“By having a call center and an internet site where doctors can order materials and samples, AstraZeneca says it can adequately meet the needs of many prescribers at a lower cost. Such a sales model could be used for other mature brands.” –

Tim Anderson, Bernstein Research³

1 Impact Rx 2009:Manhattan Research 2009

AstraZeneca's response is by no means isolated. In June 2010, the Wall Street Journal health blog reported that GlaxoSmithKline was cutting 700 US sales and marketing jobs⁴. Merck says it has reduced its US sales force from 8,500 in 2006 to 5,500 in 2010 – and at the same time has seen an increase in sales, market share and margins (steal from Merck case study). The US consulting firm IMS Health identified a large downward trend in sales and marketing investment among the top 30 life sciences companies between 2005 and 2008⁵ – and says the decline is continuing.



At the same time, there are still many opportunities for pharmaceutical companies to provide more complete, and personalized services to their stakeholder community, through traditional or new channels based on needs and preferences. One example that the industry is increasingly taken the need for superior service serious is GSK, who recently announced they will no longer compensate the US sales force based on sales targets, but on customer service ratings.⁶

² *Death of a Salesman: AstraZeneca Replaced Entire Nexium Salesforce With Telemarketers – and It Worked*, BNET, May 18, 2010

³ *Death of a Salesman: AstraZeneca Replaced Entire Nexium Salesforce With Telemarketers – and It Worked*, BNET, May 18, 2010

⁴ *Glaxo Cuts 700 U.S. Sales and Marketing Positions*, Wall Street Journal Health Blog, June 10, 2010

⁵ *Transforming your commercial organization given today's pharma realities: A New Model for Success*, IMS Health, Pharmaceutical Executive Webinar, May 12, 2010

⁶ *GlaxoSmithKline to Implement New Compensation Program for U.S. Sales Professionals*, GSK Press Release July 26, 2010

These are clear signals that the industry is undergoing rapid and comprehensive transformation. This transformation is in response to several changes in the environment, each of which is rapidly making traditional commercial models obsolete. These changes are happening across the globe, and fall broadly into five categories:

Changing Patterns of Influence: Historically, pharmaceutical companies have marketed directly to prescribers, but other stakeholders now have increasing influence over which drugs are prescribed – and reimbursed - for which conditions. These ‘new influencers’ range from governments, payers and formulary committees to pharmacists, nurses, patients and patients’ families – and all must therefore be included in communication programmes.

Geographical Diversity: Market conditions and dynamics now vary enormously between different countries and even regions within countries. Multinational pharmaceutical companies must become flexible enough to address regional market variations without incurring unnecessary costs or losing a consolidated view of the business. For example, even within the commonly accepted definition of Emerging Markets, the sales and marketing imperatives in Brazil, Russia, India and China are very different because of geopolitical and socioeconomic variances between these countries.

Reduced Face Time with Health Care Providers: Longer working hours and (in some countries) tighter regulation of sales and marketing activities mean that prescribers are less available to meet face to face with pharmaceutical reps. At the same time, physicians are not always convinced of the added value of face to face meetings, and therefore less willing to meet. Life sciences companies must find new, more effective and more cost-efficient ways of engaging with prescribers and other key audiences. In many ways, pharmaceutical manufacturers must better understand needs and preferences of healthcare providers and address their issues in order to increasingly work towards common goals.

Cost Pressures: Many countries increasingly focus on improving efficiency as well as effectiveness of healthcare offers. As governments and payers seek to reduce the cost of providing and funding healthcare, pharmaceutical companies must find ways to reduce their own cost bases in order to remain competitive – even when drugs are still within their patent lifetime. Generic manufacturers face even stronger price competition with other generic manufacturers – as many generic products are perceived to be equal and commoditised. Many prescription pharmaceuticals’ also compete with the counter (OTC) medications that address similar symptoms.

Declining Margins: While pharmaceutical R&D spending has been increasing, fewer drugs reach later stages of drug development. This, combined with greater competition from generics and a continually tightening regulatory environment, has resulted in profit margins being severely squeezed. To compensate and continue to offer increasing returns to shareholders, companies now increasingly strive achieve better results with fewer resources – from reducing reliance on traditional sales forces to leveraging low cost channels of communication using consolidated technology platforms.

A New Commercial Model is Needed

Together, the five trends outlined above have created a watershed challenge for the pharmaceutical industry. The traditional approach to sales and marketing – based on face-to-face meetings with prescribers – is no longer enough to ensure long-term, profitable business. It also falls far short of stated industry goals of furthering human health by making relevant information about medical breakthroughs available to the right people, at the right time.

To remain competitive and profitable, the industry needs to try to reduce SG&A costs. The industry also needs to plan for a wider and more diverse audience of customers and influencers; new and cost-effective interaction channels need to be leveraged, and regional market variations must be accommodated within a flexible and low-cost operating model.

Drawing on its extensive experience of working with the pharmaceutical sector and other industries where these approaches are more mature, Oracle has identified five capabilities that Life Sciences companies must reinforce in order to create a successful commercial model for this new environment. Not every capability will be required by all companies in each geography and market sub-sector, but together they provide a clear directional compass for new commercial models.

The five capabilities are:

- 1 Agility in responding better to changing market conditions
- 2 Engaging with stakeholders through a coordinated Account Management approach
- 3 Accurately identify influencers and leverage influence networks
- 4 Ensure and measure high-impact interactions
- 5 Reduce and/or optimise infrastructure and internal resources

Each of these capabilities requires an organisational/cultural change supported by new technologies. The next section will examine each of these capabilities in more detail, together with an outline of how Oracle technology can support and enable the transition.

1. Agility

The pharmaceutical market environment is changing everywhere around the world, but not always in the same ways and at the same pace. For example, at the same time that China is considering providing basic healthcare to all its citizens, many austerity measures by recession-hit governments in Western Europe are forcing pharmaceutical companies to find new negotiating positions or reduce costs in order to retain contracts, and competition from generic and over the counter drugs is increasing.

In most emerging markets, opportunities are rife. IMS Health has identified 17 'pharmerging' markets, from China and India to Venezuela, Poland and Indonesia, which together will contribute 48% of market growth by 2013⁷ - an opportunity that manufacturers must move quickly to address.

For an industry that has become used to runaway growth, these new and more diverse market conditions are difficult to cope with using current operating models. Business processes are too inflexible, too little decision-making power resides at the level of the individual country operation, R&D and operating costs are too high and traditional sales and marketing campaigns are missing out on new and important audiences of customers and influencers.

Pharmaceutical companies urgently need to become more nimble in order to meet the different changing market dynamics in each country where they operate. Merck, for example, is transitioning from a top-down, product-centric approach, to a bottom-up, customer-centric approach determined by customer needs and other market dynamics in individual geographies⁸.

At the same time, however, companies must take care not to compromise brand integrity, lose sight of overall business objectives or risk regulatory non-compliance. What is required is a sophisticated sales and marketing management system that combines a high degree of agility and flexibility at the local level with a centralised view of operations – at the lowest possible cost.

⁷ 2009 Sales and Growth, IMS Health, Market Prognosis, March 2010

⁸ Merck, Presentation to UBS Healthcare Conference, September 2009

Oracle's Solution: Hybrid CRM

To capitalise on the rapid growth potential of emerging markets and other areas of opportunity, pharmaceutical companies must find ways to extend their existing CRM systems to new premises and operations without incurring expensive and lengthy deployment timescales. Oracle CRM On Demand, with its rapid implementation times, pay-as-you-go pricing, low total cost of ownership, and seamless integration with Oracle CRM for Life Sciences On-Premise, offers the ideal solution.

Oracle CRM On Demand can be rolled out extremely quickly to new sales and marketing teams as there is no software to install, maintain or upgrade locally. Its integration with Oracle CRM for Life Sciences On-Premise, in what Oracle terms a 'Hybrid CRM' architecture, means that customer data can still be shared across the entire enterprise, standardised processes – e.g. for compliance – can be enforced enterprise-wide, and a consolidated view of performance, revenues and pipelines can be easily obtained.

Oracle Hybrid CRM: Benefits at a Glance

Complete Capabilities	<ul style="list-style-type: none"> • Provide the right capabilities to meet specific business requirements • Implement new capabilities as needed with Oracle's modular approach
Flexibility	<ul style="list-style-type: none"> • Flexibility to increase or reduce capabilities deployed as market conditions change • Quickly deploy differentiated capabilities to specific geographies or business units
Adaptability	<ul style="list-style-type: none"> • Speed up capability release cycles • Provide CRM solutions adapted to the needs of a specific user base (e.g. web access, mobile access, social CRM features, offline capabilities)
Lowest Total Cost of Ownership	<ul style="list-style-type: none"> • Optimise use of existing IT infrastructure • Reduce capital expenditure by choosing software-as-a-service model • Reduce need for internal infrastructure and resources • Highly competitive pricing

Case Study: Hybrid CRM

This biopharmaceuticals division of a top five manufacturer has successfully deployed a Hybrid CRM model in order to address significant commercial opportunities in emerging markets.

In mature markets where the influence of prescribers and the effectiveness of face-to-face meetings have declined, the company uses Oracle Siebel CRM On-Premise to drive multi-channel, closed-loop marketing communications with a wider range of customers and influencers.

However, for emerging markets where face-to-face meetings with prescribers remain a highly favourable channel to market, it has chosen to roll out Oracle CRM On Demand in order to deliver sophisticated CRM capabilities very quickly to the sales force. In 2010, for example, the company deployed Oracle CRM On Demand to 900 sales and marketing users in China, on time and to budget.

2. Stakeholder Engagement

As the focus on sales and marketing shifts to new customer segments such as formulary committees, large hospitals, government health authorities and public and private payers, pharmaceutical companies need to adopt new customer and product launch management techniques.

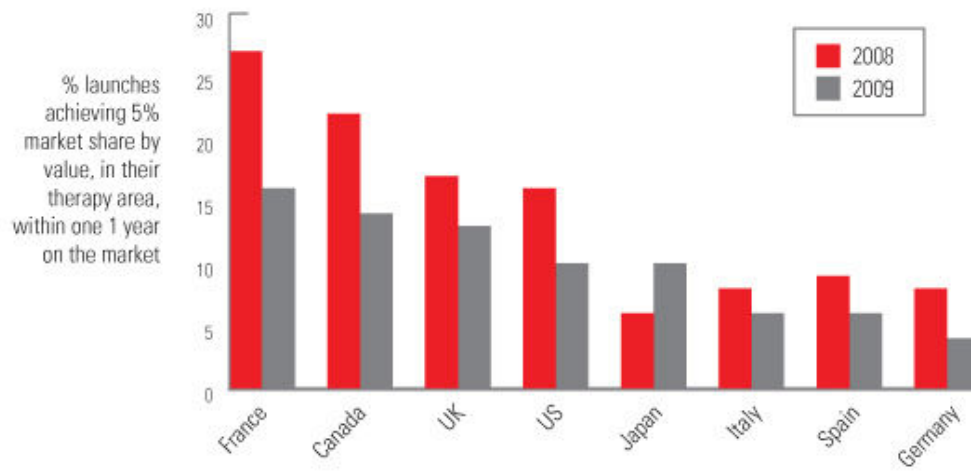
Rather than have individual sales reps build relationships with individual prescribers, companies must instead build persuasive and profitable relationships with multiple stakeholders within the same institution or group. This requires teams of sales and marketing professionals engaging in a consistent manner with multiple decision-makers in a Key Account Management structure. Often, the teams working on an account may be virtual – they may be geographically disperse, in addition to not being aligned organizationally.

Getting the approach right is particularly critical during new product launches, as payers in particular are more inclined to favour the use of generic medicines for cost containment purposes. If the ability to engage with payers is impaired, a new product risks being ‘frozen out’ of large sections of the market, damaging revenues and profits. A recent issue of the journal *IN VIVO* reported that a UK company that took a co-ordinated Key Account Management approach to promoting a forthcoming new Type 2 diabetes drug to the UK’s NHS Primary Care Trusts was rewarded with a ‘markedly higher uptake’ than was achieved by a similar product launched at around the same time⁹.

SIDEBAR

The Weakening Impact of New Product Launches

⁹ *Rising Payor Influence Means Successful Drug Launches are Rarer, IN VIVO, April 2010*



The shift in influence from prescribers to payers is weakening the impact of new product launches¹⁰

While Key Account Management has long been a standard approach in other industries, for many in the pharmaceutical sector it is a relatively new concept. To be successful, a Key Account Management approach requires a supporting organisational structure and IT systems that enable all members of the account team to:

- Share information about each other's activities
- Access accurate and up to date information about the customer at all times
- Identify all the stakeholders and influencers within the customer's ecosystem
- Create account management objectives, plans and forecasts
- Measure progress against objectives and targets
- Manage the team's time, assigned activities and workloads

Oracle CRM for Life Sciences provides all these capabilities in a single, easy to use system that has been proven in thousands of installations worldwide, across multiple industries. In particular, Oracle Siebel CRM delivers the following benefits to organisations looking to adopt a Key Account Management approach.

¹⁰ IMS Health, *Launch Excellence III*, 2010

Oracle Siebel CRM: Key Account Management Capabilities at a Glance

Single View of the Customer	<p>Complete view of the customer and all stakeholders within the customer organisation</p> <p>Understand networks of influence within and between accounts</p>
Present a Single Face to the Customer	<p>Ensure interactions are harmonised across functions</p> <p>Provide consistent service levels in line with the expectations and value of the account</p>
Structured Approach	<p>Develop and implement long-term account planning</p> <p>Execute campaigns and plans across network</p> <p>Consistent approach for commercial arrangements</p>
Measure Value and Progress	<p>Capture customer feedback and results</p> <p>Track execution of agreements</p> <p>Measure profitability agreements</p>

Case Study: Key Account Management

In moving to a key account management model, this division of a leading diversified Life Science manufacturer needed a new solution to manage account complexity.

Multiple functions within the company deal directly with multiple functions within each large customer account. It needed to understand and co-ordinate all of those interactions in order to build an efficient, consistent and profitable relationship with each customer, prevent duplicate effort and ensure that the right resources are directed into the right activities and relationships.

The company is using Oracle CRM for Life Sciences and Oracle Business Intelligence Enterprise Edition to view, manage and understand its activities in each customer account, in order to maximise the service it delivers to the customer and the returns on its investment in each customer relationship.

“From static reports to dynamic executive dashboards, from analysis offered to only a few employees to a company-wide data sharing system, Oracle Business Intelligence Enterprise Edition is an important technical solution for achieving our enterprise-wide goals,” commented the company’s Customer Relationship Management Manager.

3. Leverage Influence Networks

Decisions about which drugs to approve or prescribe are influenced by a variety of sources – from scientists and academics to politicians, health insurers and even patients themselves. Identifying and engaging with key opinion leaders and networks of influencers is becoming an increasingly important activity for pharmaceutical companies, particularly prior to and during new product launches.

As the market landscape changes, new influencers gain in prominence while others wane. Pharmaceutical companies need to implement a robust process that allows them to track who wields influence at any one time and to engage in a consistent, effective and measurable manner with key influencers at every stage in the drug development and commercialisation process. Tracking and engaging with the right influencers is becoming particularly critical for businesses whose future profitability depends on the sale of niche products.

Although key opinion leader (KOL) management is a long-established activity within the pharmaceutical industry, it has tended to be conducted in an ad-hoc, unstructured and departmentalised way that is not measurable or integrated with other development, sales and marketing activities. As such, its value and effectiveness have been difficult to assess or improve upon.

Pharmaceutical companies urgently need to adopt a much more strategic, long term, integrated approach to identifying, developing and nurturing opinion leaders. This requires structured processes for segmentation, planning, execution and measurement, which take into account a wide range of stakeholders ranging from specialists and patient organisations to government and health insurers.

Case Study: KOL Management at a Top 5 Pharmaceutical Company

One top five manufacturer has introduced KOL management as a core element of its business strategy. Its KOL activities include:

- Identifying scientific leaders from publications, citations, patents, conferences, expert opinions and internal knowledge
- Ranking each one's influence and value through the use of a sophisticated algorithm
- Conducting targeted, closed-loop marketing to KOLs through dedicated scientific liaison teams

This company is using Oracle CRM for Life Sciences to enable more than 500 senior scientific liaison officers to identify and engage with KOLs in a consistent, productive and structured way. Oracle CRM's extendable, integrated platform not only gives the scientific liaison team a single system to analyse and engage with KOLs, but also provides visibility of KOL profiles and KOL management activities across all relevant functional areas including Scientific Liaisons, Clinical, Sales and Marketing.

"[We now] engage key opinion leaders to a greater extent than ever before, to ensure that scientific information is developed and rapidly communicated." - Chief Executive Officer, Top 5 Pharmaceutical Manufacturer

Incorporating proven best practices drawn from other industries, Oracle Siebel CRM supports a structured, enterprise-wide approach to KOL management – from identifying influencers to engaging with them and providing relevant information.

Oracle Siebel CRM: Key Opinion Leader Management Capabilities at a Glance

Complete view	Aggregate all information on KOLs across functions, regions and systems Provide comprehensive profile, and insight in value and investments for KOLs
Structured approach	Development Planning and Campaign management capabilities to ensure the right actions with high potential KOL's Measure results on KOL programs
Integrated interaction	Coordinate all interactions with KOLs across multiple functions and channels

	Provide true “single face” to the KOLs, adapting services to needs and potential
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4.Ensure high-impact, closed-loop interactions

Sales and marketing activities in the pharmaceutical sector have traditionally relied on one-way, face-to-face communications: reps meeting with prescribers to provide standard information that is not tailored to the needs and interests of the individual. The shifting landscape means that this approach is no longer practicable, for the following reasons:

- The influence of traditional prescribers is waning
- Time pressures and new regulations are limiting opportunities for client entertainment
- Other decision-makers need to be engaged
- The role, influence, needs and motivations of each customer need to be taken into account
- The cost of sales and marketing campaigns must be reduced

All of these drivers require a new, cost-effective and more customer-centric way of conducting sales and marketing campaigns. Campaigns, materials and messages must be tailored for the individual customer, influencer or decision-maker, interaction must be available via multiple channels so that that customers can choose the one that best suits their needs at any given time, and customer feedback must be captured and fed back into the system to ensure continuous improvement in the efficacy of sales and marketing campaigns.

This requires a comprehensive, closed-loop approach to marketing that goes far beyond simple e-detailing. Rather than simply providing information online, companies must create genuine opportunities for engagement and interaction across multiple electronic channels, with the ability to provide personalised content and to obtain instant customer feedback.

Gathering, analysing and acting upon customer feedback is essential for a successful transition to customer-centric marketing, yet few companies have yet managed to fully close the loop in this manner. A 2010 CapGemini report indicates that only a quarter of pharmaceutical companies that have rolled out multi-channel CRM

“There is a considerable advantage to being one of the first companies in Life Sciences to successfully close the loop and pave the way to a new commercial model that puts the customer first.”

- CapGemini, Information versus Insight, 2010

technology to their sales force are currently using it to obtain actionable customer insight¹¹.

Oracle Siebel CRM enables true closed-loop marketing techniques to be deployed across the full spectrum of channels, from phone to email, web and SMS.

Oracle Siebel CRM: Closed-Loop Marketing Capabilities at a Glance

<p>By analysing payer behaviour, the company identified specific areas within the US where its products were more suited to the local population, and hence more likely to be accepted on to preferred drug lists (PDLs). By focusing purely on these territories it was able to reduce its overall sales force. Personalise content</p>	<p>Adapt content according to the customer’s interested and feedback</p> <p>Using analytical capabilities, leverage customer profiles and history to optimise impact</p> <p>Easily insert personalised materials and messaging into pre-built templates</p>
<p>Personalise delivery</p>	<p>Engage and interact with customers and stakeholders through their preferred channel</p> <p>Adapt discussion and presentation content on the fly according to interests of clients</p> <p>Allow the customer to choose how information is presented to them</p>

¹¹ *Information versus insight: Are you really closing the loop?*, CapGemini, 2010

Enjoy more valuable interactions	<p>The more personalised the content, the more valuable the interaction will be to the customer, leading to increased interest and sales</p> <p>Messages will be communicated more consistently</p> <p>Customers will appreciate the ability to engage with the company through their channel of choice</p>
Gain instant feedback	<p>Capture valuable details on which materials were viewed, which messages were presented, how much time was spent per topic, etc.</p> <p>Obtain client signatures, as well as other feedback (e.g. instant surveys)</p>

Case Study: Increasing Revenue while Reducing Headcount: The Power of Targeted Promotions

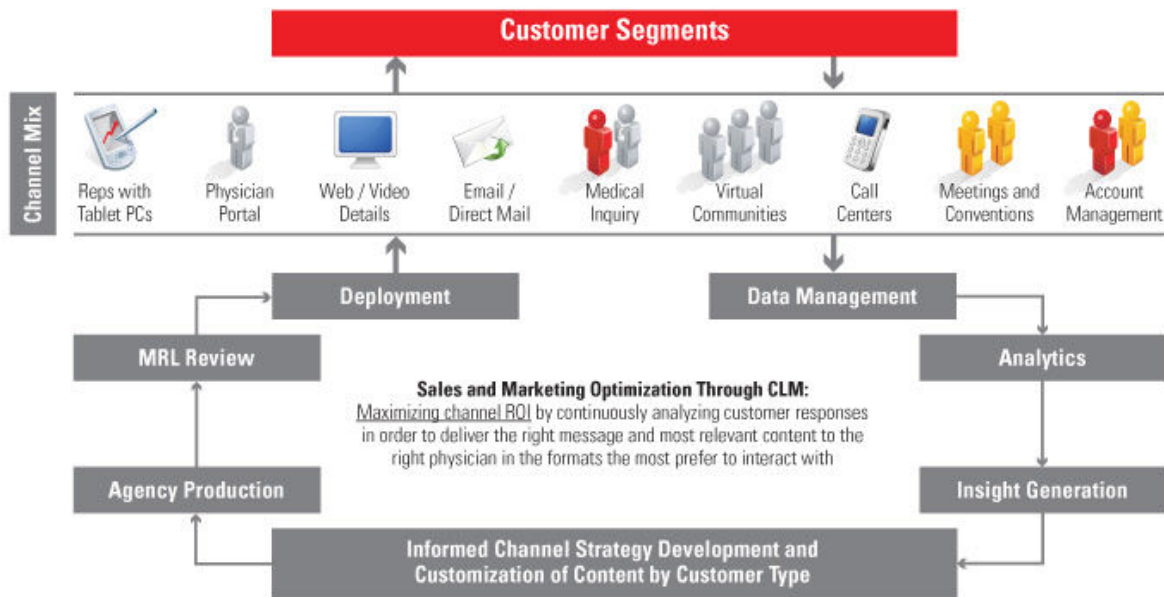
While the influence of prescribers is undoubtedly declining, manufacturers should not write it off completely. However, in most cases a smarter approach is needed than simply distributing standard literature and samples.

One generics manufacturer increased US sales by 109% over three years while reducing headcount by a third, by using analytics to drive targeted promotional activity with payers and prescribers.

Trials had shown that the manufacturer's product had a better safety profile than branded and OTC competitors. The company chose to continue investing in trials, which repeatedly showed better outcomes, and used each new result to arrange meetings with prescribers and payers.

Instead of relying on standard literature it also developed a successful trade promotion strategy, offering rebates to customers for their co-pay portion of the prescription cost.

As a result the company has built up a favourable reputation among payers and prescribers and has gained access to more PDLs – increasing revenues while reducing overall sales and marketing spend.



This generics manufacturer has created a new commercial model based on a closed-loop approach¹².

5. Reduce/optimize infrastructure and internal resources

In addition to making the company better able to respond to market conditions, another key objective of any new commercial model should be to reduce costs. Controlling costs is becoming imperative for Life Sciences manufacturers as margins are squeezed and competition increases.

While many manufacturers are seeking to reduce costs through headcount reductions, technology can also play a major role in reducing operational and capital expenditure. The Oracle solutions described in this paper are designed to optimize and reduce IT costs without compromising functionality or performance.

Oracle On Demand CRM is a highly affordable way to roll out new CRM functionality very rapidly to new teams and premises, particularly in emerging markets where there is a need to move quickly to capitalise on booming demand. Requiring no capital outlay on hardware servers and no localised implementation or maintenance, Oracle CRM On Demand can start delivering returns from day one.

¹² *Information versus insight: Are you really closing the loop?*, CapGemini, 2010

Oracle On-Premise CRM can be installed – or consolidated, for existing implementations – quickly and cost-effectively thanks to a new integrated solution from Oracle partner ITC Infotech. Drawing on the tight software and hardware integration resulting from Oracle’s acquisition of Sun, ITC is offering a complete, optimised CRM stack that incorporates software, hardware and services, including:

- Configuration and implementation accelerators based on Life Sciences-specific business processes
- Services: Implementation/Installation, Migration, Integration, Managed Services/Support, Solaris Education Services/Training

Benefits of ITC Infotech’s CRM in a Box offering include:

- Better performance: powerful hardware optimised to take advantage of highly scalable CRM architecture
- Lower TCO: lowers costs of deployment, integration and maintenance
- Improved service levels: Oracle, Sun and ITC Infotech manage the end-to-end lifecycle

IMS Performance Analytics: a subscription-based service from IMS Health that enables pharmaceutical companies to monitor and benchmark performance according to industry standards and best practices. Delivered as a standalone service or as a management information dashboard within Oracle CRM On Premise or Oracle CRM On Demand, IMS Performance Analytics can integrate and combine any source of internal and external data to provide meaningful analysis. Benefits of IMS Performance Analytics include:

- Reduce delivery time of performance information to end users by around two weeks
- Deliver new levels of insight via role-based dashboards and integration of multiple data sources
- Optimise costs with IMS’s flexible and predictable pricing model
- Reduce the need for in-house expertise on competitive intelligence and market data

Why Oracle?

“Oracle's fast-paced acquisition strategy, coupled with its increased commitment and focus on the life sciences, has paid big dividends, which have helped to drive its success in the life science industry. Oracle now holds a 7.43% market share of the \$2.95 billion spent annually on life science software.”

- IDC Health Industry Insights, Top 10 Life Sciences Software Vendors, 2009

As the industry adopts new sales and marketing models in order to remain relevant and profitable in a rapidly shifting market landscape, it needs the support of powerful, flexible and proven technology.

Oracle's solutions for Life Sciences have the functionality and the flexibility to support the transformation from one-to-one, face-to-face interactions to a comprehensive multi-channel, enterprise-wide, closed-loop marketing approach that addresses multiple audiences of customers, stakeholders and opinion leaders.

Across the globe, pharmaceutical industry leaders including Astra-Zeneca, Merck, Teva and Johnson&Johnson are choosing Oracle solutions to support and enable their business transformation. As a result, IDC has identified Oracle as the clear leader in Life Sciences software worldwide¹³.

Oracle: Complete, Integrated and Open:

Complete

Enables true two-way dialogue with customers across multiple channels and devices

Supports a full range of personalised messages, content and formats for greater impact and ROI Includes built-in business processes based on industry best practice

Features integrated comprehensive analytics to drive continuous improvement and efficiencies

¹³ IDC Health Industry Insights, Top 10 Life Sciences Software Vendors, 2009

Integrated

Works with your existing IT infrastructure

Integrates seamlessly with third-party tools and applications

Can incorporate all relevant internal and external sources of information

Standards-based technology framework for lower risk and optimized total cost of ownership

Open

Enables seamless – consistent - customer interactions across channels

Ensures business processes are aligned across and beyond the enterprise

Delivers actionable business intelligence for continuous improvement

For more information about Oracle's solutions for Life Sciences, visit <http://www.oracle.com/us/industries/life-sciences>.



White Paper New Commercial Model for a New
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Oracle Corporation
World Headquarters
500 Oracle Parkway
Redwood Shores, CA 94065
U.S.A.

Worldwide Inquiries:
Phone: +1.650.506.7000
Fax: +1.650.506.7200
oracle.com



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