

→ A CONNECTED Market

Connected health is a vision of the efficiencies that technology can bring to healthcare to improve care and reduce costs.

In 10 years, connected health will be the way health is managed. Connected health is a vision of the efficiencies that technology can bring to healthcare to improve care and reduce costs.

According to Accenture, connected health is healthcare delivery that leverages the systematic application of healthcare IT to facilitate the accessing and sharing of information. Connected health encourages communication and collaboration among all of the various stakeholders involved in a patient's health. The goal: higher quality, more accessible, and cost-effective healthcare.

A connected care ecosystem is incredibly valuable for all stakeholders, experts say.

"When electronic patient information can be available to hospitals, physician offices, pharmacies, long-term care facilities, rehabilitation facilities, out-patient surgery centers, etc., the opportunity to more quickly and holistically review treatment and test results to date will help physicians to make better decisions about treatment moving forward, give rise to fewer tests, reduce errors and much more, thereby improving outcomes and reducing costs," says Rob Rebek, chairman and CEO of QualityHealth.

He says this is less about mobile technology and more about mobility of patient data,

which will significantly reduce fragmentation in the healthcare system and provide more concrete care coordination.

"With EHRs gaining rapid adoption — 78.4% of office-based physicians used some type of EHR system last year — we're moving toward having access to our own complete health information regardless of where we are," Mr. Rebek says. "The benefits of having all patient data live and in one place are enormous. They include: instant access to comprehensive health histories, for example MRI review on the fly; just-in-time contact with a healthcare professional when and where you need one; streamlined communication when sharing records or ordering and receiving labs or other diagnostic tests; reduced error rates in prescriptions and other orders; better patient follow-up on unfilled prescriptions; improved prompts for protocol compliance; and greater involvement with patients after they leave doctors' offices."

Because of the complexity of the healthcare system, it is likely to emerge in fitful steps, constrained by regulations and vested interests but championed by empowered patients, tech-engaged physicians, and visionary entrepreneurs, says David Ormesher, CEO, closerlook.

"For 2014, the buzzword will be the 'Internet of Things,'" he says. "With the proliferation of smartphones, sensors, and wearable devices all connected to the Internet, there will be an explosion of personalized data that will change how healthcare is delivered. Using the front stage/back stage rubric, the front stage will include these consumer and patient input sources, EMR/EHR interfaces, and content and feedback platforms such as content websites, social media, and personal data visualization to track and monitor health. These front-stage components will serve as parts of a real-time personal health decision support system."

To support this personal health platform, Mr. Ormesher says the back stage will need to evolve as an open architecture, cloud-based



ALYSON CONNOR • *MicroMass Communications*

"The goal of an mHealth ecosystem should be to help engage patients."

system that can provide integration and ultimately sense-making of all this data, both on the personal and the public health levels.

"Mobile infrastructure, data exchanges, and provider networks, such as ACOs and HIEs will be the backbone of the back stage, providing privacy, security, and connectivity," he says. "But to be successful, it can't be a centralized database. Open source and agile software development shows us that to be nimble and responsive, the back stage needs to be built on a distributed architecture."

This connected health world will require a coordinated top-down and bottoms-up approach, Mr. Ormesher says.

"From the top, payers, large providers, regional HIEs, PBMs, labs, and governmental agencies are largely being guided by the ACA to create the transparency and interoperability of data, and this is beginning to allow the ability to compare and contrast procedures based on health outcomes," he says. "By democratizing data, the industry is reducing the information asymmetries that have always been present in healthcare, giving patients and physicians better insight. In the bottoms-up

New Strategies for BioPharma in a Connected Health World

- » **Predictive medicine**, which comes before the medicine: devices, software applications, information, and instrumentation that identify and target the right protocols for care of an individual patient or patient subpopulation.
- » **Personalized care**, which comes after the medicine: devices and services to monitor and deliver more cost-effective patient care.
- » **End-to-end solutions** for biopharma customers, which are services that help deliver desired outcomes to payers, employers, and patients.

Source: McKinsey



BRIAN LOEW • *Inspire*

“Anything that makes it easier for patients and their family or caregivers to communicate — even when separated by great distances — and collaborate on care, will help patients.”



AJ TRIANO • *Palio+Ignite*

“The value proposition of molecule plus complementary mHealth service can allow a company to compete more strongly on multiple fronts by delivering greater value to all stakeholders involved in patient care.”



MICHELLE MARLBOROUGH
Medidata Solutions

“For pharma, a well-thought-out mHealth strategy can be instrumental in addressing the many challenges in the drug approval process.”

approach, developers of new mobile apps, health trackers, and online patient communities will need to write to open standards to allow exchange and integration of personalized data to patient-controlled dashboards. Using individual permission protocols, patients can choose to share their data with caregivers, healthcare professionals, and their support community, and ultimately as anonymous data to the cloud-based data repositories where it can contribute to public health trend analysis.”

Mr. Rebak says despite the “big brother” feel, physicians will adopt these technologies eventually because of the huge potential to remove error and uncertainty, improve patient follow-up, drive care outcomes, and, of course, get paid. These solutions are going to revolutionize the doctor-patient relationship and will drive significant value for patients and providers.

“This is going to change the face of the physician store-front,” he says. “Physicians may well have to support separate staffs, and even co-pay schedules, to handle their physical practice and their virtual practice. This new level of expected service is going to drive

an explosion in remote/telehealth/on-demand healthcare. Ultimately, these changes will be positive for the healthcare system overall. Just-in-time care drives better and earlier triage, removes wasteful use of emergency room, and other resources and will improve the overall cost efficiency of healthcare delivery.”

Telemedicine initiatives have grown in scope and popularity over the past two decades, because they consistently deliver results as providers face growing costs, declining reimbursement, an aging population, and demand is quickly outpacing clinician capacity, says Marc Perlman, global VP, at Oracle Healthcare and Life Sciences.

“Today, more than half of all hospitals in the United States rely on some form of telemedicine, ranging from email correspondence to two-way video consultations,” he says. “Recently, the industry has seen an explosion of wireless devices and device-to-data center connectivity, which brings an unprecedented opportunity to expand the impact of telemedicine, particularly around the management of chronic conditions. Just as consumers are dropping traditional landlines in favor of mobile devices, so, too, are healthcare and telemedicine industries as they go wireless, giving rise to innovative mHealth initiatives.”

The timing, Mr. Perlman says, could not be better. He points to a recent McKinsey report about the cost of treating chronic diseases such as cardiovascular disease and diabetes, which now accounts for at least three-quarters of all healthcare spending in developed coun-

tries. Additionally, a World Economic Forum study calculates that between now and 2030, the aggregate global cost of treating the five most common, non-infectious diseases — cancer, diabetes, heart disease, lung disease, and mental health disorders — will top \$47 trillion. By comparison, the world’s combined gross domestic product was \$63 trillion in 2010.

“The benefits of an expanded telemedicine initiative will be seen in the future — optimizing use of clinical resources, reducing the cost of care, and improving outcomes,” Mr. Perlman says. “Expanded telehealth initiatives, including mHealth programs, can and must be an important tool in our efforts to improve care and reduce costs. Their potential to transform the delivery of healthcare and change outcomes is unprecedented and continues to grow with each new device.”

If the last couple of years have been any indication, the future of telehealth and virtualization of healthcare is promising, says Jeff Meehan, chief commercial officer at MD On-Line.

“The industry is comprised of some of the most innovative people and companies that are constantly coming up with new ways to leverage cutting-edge technology that make healthcare interactions more efficient,” he says. “Both doctors and patients see the value in a quick, virtual engagement to address minor issues. In fact, according to Roegen Roashan of IHS, telehealth in the United States will grow to \$1.9 billion in 2018 from \$240 million today, an annual growth rate of 56%. Much of



KIM RAMKO • EY @KimRamkoEY

“Mobile tracking technologies will reduce the cost of monitoring patients in clinical trials.”

the dramatic growth in U.S. telehealth will be driven by ACOs.”

Milton Chen, CEO of VSee - Telemedicine Video Platform, says telehealth/ telemedicine/telecare will become a regular part of healthcare delivery, from consult-a-doctor kiosks in corner drugstores to tele-NICU units in hospitals to virtual video doctor visits on personal devices.

“Telehealth is the direction we are headed,” he says. “This past year has already seen significant growth in the telemedicine and telehealth market due to reforms to telemedicine reimbursement, anticipated effects of the Affordable Care Act, increased use of personal devices, and a more consumer-oriented mentality toward healthcare. More doctors, hospitals, and health systems are all looking for ways to incorporate telehealth into their practices whether it’s creating an online telehealth portal, deploying telehealth apps, or using mobile telemedicine units in remote clinics. Telehealth is becoming the way to make health services more accessible to patients worldwide and to improve the efficiency of healthcare delivery.”

In fact, experts say mHealth is the future. Increasingly, healthcare needs will be met through mHealth apps and technology.

“What’s going to make the mHealth adoption proceed more or less smoothly is the user experience,” Mr. Chen says. “If we can design for a truly simple mHealth user experience for both providers and patients, then we will see mHealth take off at an exponential speed.”

There is a push from both physicians and patients to have access to mHealth, says Dr. Sam Pejham, co-founder of Asthma MD and



JEFF MEEHAN • MD On-Line

“Around the world, new technologies are reshaping not only healthcare delivery as we know it, but also the way healthcare providers get information.”

conducted by Manhattan Research found that 26% owned iPads and spent more than one-quarter of their professional time using them. Its survey in the United States showed that in 2011 30% of surveyed doctors had an iPad, and 28% expected to buy one in the next six months.

Doctors are buying into some aspects of mobile technology because it can help meet some of their needs, such as monitoring patient compliance, accessing records, and communicating with colleagues.

Interestingly, payers, according to PwC, are not so much interested in pure cost reduction as value for money. Payers are likely to shift even closer to the patient position because they will bear most of the economic consequences if healthcare systems fail to reform. And many payer organizations have launched their own mHealth services. Others have bought popular ones. Aetna, for example, has acquired iTriage, an application with about 5 million downloads that allows customers to research medical symptoms, locate nearby healthcare providers and schedule appointments. Payers are using their influence more actively to support mHealth: 40% encourage patients to let doctors monitor them through such services, compared with just 25% of doctors.

This connected health ecosystem will require new types of partnerships among the various stakeholders. One example: Asthma MD and Noble are working in partnership to develop the Asthma MD Lung Performance Peak Flow Meter, a digital and hardware solution for better disease management.

“In our case, our meetings frequently include IT professionals, physicians, patients, and even researchers, to get a comprehensive range of input and to help understand all the issues in order to come up with the best solution that could meet everyone’s needs,” Dr. Pejham says.

Bridging the interdisciplinary divide requires a need to deconstruct the business environment silos and make digital part of every solution discussion, says Jeff Baker, CEO and founder of Noble, a multisensory product development company.

“Digital is not only a marketing conversation, but a complex conversation that must include the full corporate team,” he says.

The mHealth Market

Governments around the world see con-

Assistant Clinical Professor at UCSF School of Medicine

“As physicians, we see mHealth as a method of outreach, and perhaps a way to improve healthcare cost-efficiency,” he says. “Patients desire self-management of their disease and want to be more involved in their well-being. Also with the new healthcare law, reimbursement in the future is set up for connectivity, and if data can flow directly into a health information exchange (HIE) especially or a central repository, then the services are most likely to be reimbursed. ACOs will be dealing with more patients and with fewer resources. They are going to rely more on technology to keep patients healthy.”

According to a survey by the Economist Intelligence Unit for PwC, 52% of patients say mHealth applications and services will make healthcare more convenient and 48% say they will improve the quality of healthcare. Patients believe that mHealth offers them easier access to care and more control over their own health. But this would involve a substantial, disruptive move away from doctor-directed care and toward a patient-as-consumer model. Clinicians would remain important, but not always the patient’s first option: already, among those who use mHealth services, 59% say these have replaced some visits to doctors or nurses.

While patients are pushing for change in healthcare, the PwC survey reveals doctors’ resistance to disruption of their traditional roles. Only 27% encourage patients to use mHealth applications in order to become more active in managing their health; 13% actively discourage this. Doctors are also averse to a fundamental change to the patient’s role and power: 42% of doctors surveyed worry that mHealth will make patients too independent.

But doctors are embracing some aspects of mHealth. A 2012 survey of European doctors



ROB REBAK • QualityHealth

“Physicians will adopt these technologies eventually because of the huge potential to remove error and uncertainty, improve patient follow-up, drive care outcomes, and, of course, get paid.”

nected health as a critical and essential means to improve citizens’ access to quality, lower-cost healthcare, according to Accenture. Connected health has gained a high level of acceptance, and there is a prevailing view that without a solid connected health platform, it will be difficult to meet today’s — and future — health challenges.

Accenture cites Scotland and Hong Kong efforts as success stories. In Scotland, the Emergency Care Summary (ECS) was launched in 2006. The ECS helps to ensure that clinicians have out-of-hours access to critical information — including basic patient details and a summary of prescriptions, allergies, and adverse drug reactions — to help them deliver safe care within the emergency setting. In 2011, the ECS was accessed 200,000 times a month and was expanded to include an Electronic Palliative Care Summary (ePCS) — detailed information on diagnoses, patient wishes, and anticipatory care plans — and an Electronic Key Information Summary (KIS), which will augment the ECS and ePCS to provide support to patients with long-term conditions and mental health issues across a broader range of clinical situations.

In Hong Kong, clinicians use a clinical management system and electronic patient record (EPR), which provides a longitudinal health record for each patient, to deliver more effective and efficient care. In one Hong Kong hospital, data mining techniques are used to

identify elderly “at-risk” patients with a high probability for readmission and professionals from a community health call center follow up with those patients after discharge. The program has been successful in detecting problems of patients at the earliest stage and reducing recurrent and unnecessary hospitalization. For elderly diabetic patients, for example, the call center has reduced readmissions by 25%.

Industry experts say both the developed and developing world are current markets for mHealth.

Mobile healthcare solutions are being deployed more rapidly in emerging markets than in developed economies, according to PwC. In the emerging markets surveyed, patient awareness and expectations of mHealth are, on average, far higher than in developed countries. More patients are already using mHealth: 59% of emerging-market patients use at least one mHealth application or service, compared with 35% in the developed world.

Payers and doctors in emerging markets are also more active in mHealth. More payers currently cover the costs of, or plan to pay for, every mHealth-related service in the survey than do their counterparts in wealthier countries. According to PwC, mHealth already has brought about substantial change in the doctor-patient relationship for 27% of emerging-market doctors (compared with 16% in developed countries) and a marked internal restructuring of their workplace for 34% (compared with 19%).

Around the world, new technologies are reshaping not only healthcare delivery as we know it, but also the way healthcare providers get information, Mr. Meehan says.

“Geographical boundaries are becoming a thing of the past, as virtual engagement takes hold from North America to Asia and everywhere in between,” he says. “With the introduction and increasing adoption of EHRs and EMRs, pharma companies are learning that mHealth is the way of the future in more ways than one. For example, Pfizer is leading the way and recently conducted virtual clinical trials that rely solely on electronic rather than face-to-face encounters between researchers and patients. While virtual engagement and mHealth will never completely replace traditional interaction it certainly helps pharma save time and money, providing an added benefit of connecting with doctors and patients when and how they like to be reached.”

Dr. Pejham says with more than 7 billion mobile network subscriptions worldwide, the mobile communications sector is rapidly gaining traction from a diverse range of vertical sectors.

“As healthcare providers seek to maximize their patient outreach while minimizing costs,

many view mHealth as the solution to improve healthcare cost-efficiency,” he says. “Additionally, many patients desire self-management of their disease and want to be more involved in their well-being. With low-cost handsets and the penetration of mobile phone networks globally, tens of millions of citizens in the developing world that never had regular access to a fixed-line telephone or computer now use mobile devices as daily tools for communication and data transfer. A full 64% of all mobile phone users can now be found in the developing world. So even if their access to healthcare providers is still limited, they can use mHealth to receive: education; remote data collection and monitoring; communication and training for healthcare workers; and diagnostic and treatment support.”

Napoleon Monroe, managing director at New Directions Technology Consulting, believes the United States leads and can continue

Barriers to Growth in Connected Health

» **Technology:** Technology still presents challenges for mHealth adopters. Both doctors and payers list privacy and security concerns. Poor integration also impedes uptake. Just 53% of doctors say the mHealth applications and services they use work with their organization’s information technology.

» **Culture:** Bringing about change is complex. Electronic health records, for example, have been on the cusp of revolutionizing care since 1985, but in most countries they have been unable to break through these broader barriers to change. In fact, 27% of doctors and 26% of payers cite an inherently conservative culture as a leading barrier to mHealth.

» **Size and complexity:** Most national health systems are both vast and fragmented. Figuring out the levers of change in one country is not necessarily helpful elsewhere, because systems vary markedly. They frequently include dominant monopolies, substantial state control, and high costs for and regulatory barriers to new entrants.

» **Regulations:** The highly regulated nature of healthcare also hinders innovation. For rapidly changing technologies, the problem is frequently either a regulatory void — which increases risk for providers — or the application of inappropriate regulations from earlier technologies: 45% of payers and doctors believe that the latter is holding up mHealth.

» **Perverse incentives:** Perhaps the greatest difficulty for innovation in healthcare is the complex incentive arrangements that have created and continue to reinforce current systems. An mHealth product will only be adopted if a stakeholder sees an advantage in paying for it. More daunting still is the ability of insiders to fight innovation that they find disruptive.

Source: Economist Intelligence Unit and PwC

STEVE ROSENBERG • PHT



“mHealth gives pharma companies a huge opportunity to build communities of engaged, informed, research-ready patients.”

to lead mHealth initiatives. The reasons for this include: a large, fairly unified market with a reasonably strong economy; a healthcare system that almost all stakeholders acknowledge needs to be dramatically changed; a history that values entrepreneurial spirit; strong venture and private, including angel, capital resources; less rigidity, corruption, and bureaucracy than in many other countries; an enlightened initial FDA stance on risk-based regulation of mHealth and automated identity and data capture; \$15 billion in incentives to date for EMRs; and many years of hard work and commitment on the part of many mHealth stakeholders.

“These factors allow the United States to spawn mHealth start-ups better than any other country,” he says. “Multinational pharmaceutical companies are now investing heavily in mHealth. This is accelerating U.S. growth and strengthening U.S. leadership.”

The mHealth market is deceptively broad, says AJ Triano, VP, connected health, at Palio+Ignite.

“In the United States, we tend to think of apps and wearables first because that part of the category that aims to empower the patient,” he says. “It is accurate to say the quantified self movement is moving mainstream. But, we would be remiss to leave out the mobile basics — text messaging and phone calls.”

More than 40 million personal health and wellness products are expected to sell in 2013, a figure that will rise to more than 70 million by 2018, according to a recent report by the Consumer Electronics Association, in conjunction with Parks Associates. Product sales and software and service revenues will see the largest growth, generating more than \$3.3 billion in revenue in 2013 and more than \$8 billion by 2018.

The CEA report found that 29% of mobile phone users with health problems would try an easy-to-use device to track their condition and progress towards their goals. Additionally, 27% of mobile phone users would like a personalized plan to help guide them through their journey to better health.

Roughly one-half of patients surveyed for a PwC report predict that mHealth will im-



MILTON CHEN • VSee

“If we can design for a truly simple mHealth user experience for both providers and patients, then we will see mHealth take off at exponential speed.”

Mr. Triano says mHealth strategies combine growing patient empowerment with technology that captures real-time data in the daily context of life, and with behavior-change programs that use gamification principles to re-educate and reward patients for making positive behavior changes while improving the communication with the HCP. He says think of these programs as complementary services that build on the pharmacological effect of the molecule to create and demonstrate improved outcomes.

Mr. Triano adds that the value proposition of molecule plus complementary mHealth services can allow a company to compete more strongly on multiple fronts by delivering greater value to all stakeholders involved in patient care.

“The patient/HCP relationship can become a true partnership for care thanks to the exchange of data,” he says. “HCPs can leverage that data to potentially satisfy requirements for reimbursement under new outcomes-based reward structures of healthcare reform. Employers could use the generated data to help reduce costs of benefits through incentive programs. Aggregated data could help renegotiate tier-level positioning of the molecule in payer formularies by projecting potential long-term savings in total cost of care due to sustained behavior change. Each of these benefits provides the potential to enhance the positioning of a molecule beyond the merits of the primary endpoint alone.

Mr. Rosenberg says the patient’s relationship with the provider is key.

“Pharmaceutical companies needs to respect those relationships and build their own relationships of trust with doctors who are tasked with administering their drugs to protect the best interest of patients and not just themselves,” he says. “As personalized medicine becomes more attractive, technology providers have to be agnostic to the collection of data and maintain patient privacy. From a vendor viewpoint, we know how to build the apps, we know about the patient experience, and we provide HIPAA-compliant tools. We know how to communicate with patients and doctors and pharma companies. This makes the data much more valuable. We can be sophisticated in the analysis of data to see if patients are in trouble, if they’re benefiting from the drug, if they need to be contacted, and so forth.”

Communication gaps between patients and their doctors cause not just inconveniences and

prove the convenience, cost, and quality of their healthcare in the next three years. And six in 10 doctors and payers believe that its widespread adoption in their countries is inevitable in the near future. Yet most experts interviewed for the PwC study, while also convinced that mHealth will eventually become an important part of care provision, expect that adoption will take time. The PwC report stress that for connected health to be successful, solutions — not just technology — are needed. Widespread mHealth adoption requires services and products that appeal to current payers because patients, highly sensitive to price, will provide little income.

Impact on Pharma

mHealth gives pharma companies a huge opportunity to build communities of engaged, informed, research-ready patients, says Steve Rosenberg, chief operating officer at PHT.

“Once companies use mHealth to get a patient anywhere on the wheel of clinical research they can keep that patient engaged and compliant,” he says. “Companies will know if a patient is in or out of a trial and they can maintain communication to get better information about their health and the drug in the real world. Companies can build a captive audience in the best sense for further trials, which yield better information.”

mHealth strategies allow companies to change both the competitive playing field and how the game is played, Mr. Triano says.

“It all comes down to generating, surfacing, and using data,” he says. “Brands typically duke it out over the usual attributes of the molecule — safety, tolerability, efficacy, and MOA, assuming it is truly novel. But, most often, the competitive battle comes down to price and access, especially in crowded categories where there is marginal differentiation among these attributes.”



JEFF BAKER • Noble

“Digital is not only a marketing conversation, but a complex conversation that must include the full corporate team.”

frustration, but substandard care, says Brian Loew, co-founder and CEO, Inspire.

“The range of patient experiences is broad,” he says. “This topic transcends disease states, age, ethnicity, and literacy. While some patients describe their relationship as a partnership, many do not.”

Anything that makes it easier for patients and their families and caregivers to communicate — even when separated by great distances — and collaborate on patient care, will help patients, Mr. Loew says.

“Further, the asynchronous, around-the-clock nature of many mHealth communications means that scheduling conflicts aren’t a barrier,” he says. “Being able to share test results and treatment plans and symptoms, and the psychological components of a disease or condition is helpful to both patients and caregivers. The very act of sharing this information is empowering.”

The goal of an mHealth ecosystem should be to help build engaged patients, says Alyson Connor, president and partner, at MicroMass Communications.

“However, much of today’s marketplace focuses narrowly on technology as the starting point,” she says. “A more successful approach starts with a broader perspective of the patient, taking into account how patients make decisions about their health and understanding what activates them to be engaged in their healthcare, then exploring how technology can be a powerful vehicle to intercept and support patients at key moments in their health. This more patient-centric foundation calls for key partnerships that include non-technology experts such as behavioral scientists and social psychologists who can contribute valuable context for how technology can become more integrated and accepted into the fabric of patients’ lives.”



DR. SAM PEJHAM • Asthma MD

“As physicians, we see mHealth as a method of outreach, and perhaps a way to improve healthcare cost-efficiency.”

For pharma companies, a well-thought-out mHealth strategy can be instrumental in addressing many challenges in the drug approval process, says Michelle Marlborough, VP, product strategy, at Medidata Solutions.

“mHealth solutions enable the collection of more data, more frequently, outside of the clinic, without increasing the cost of monitoring and data cleaning or the burden on clinical trial sites,” she says. “In providing this background and supportive data, mHealth solutions can help pharma companies show that a drug is not only effective, but also impactful on a patient’s quality of life.”

Pharma companies will see reduced cost of monitoring patients in clinical trials driven by mobile tracking technologies, says Kim Ramko, global life science advisory services leader at EY.

“Regulations such as the Affordable Care Act in the United States will continue to drive the pharma industry to focus on health outcomes and new reimbursement strategies,” she says. “As an example, telemedicine and mHealth options are being reimbursed at higher rates than ever before by the CMS.”

In addition, Ms. Ramko says, the use of mHealth technologies will also have a significant impact in clinical trials.

“Recent FDA guidance on the use of mobile apps should help advance the ability of clinical trial data to be pooled, analyzed, and quantified faster and more affordably,” she says. “Moving forward, the patient will no longer have to ask the clinical investigator for their own data from the clinical trial because it is theirs in the app for them to review. As a result, the patient becomes more educated, gains the ability to share this data with their doctor, and ultimately make better health decisions.”

A recent report from McKinsey stresses that two capabilities will be key for biopharma

Areas of Growth in Connected Health

- » **Integrated systems** that blend EMR with new methods of communication, remote care, and process management to build seamless systems and workflows. There are, for example, new clinician and patient interfaces under development that will make healthcare data and analytical tools easier to access, navigate and put to good use, and natural language processing and voice recognition technologies are being developed that can instantly digitize healthcare consultations and integrate them into EMR systems.
- » **Healthcare interventions are redirected** away from expensive hospital settings and into people’s homes through telemedicine, remote care, and mobile health. A whole new range of applications — from handheld devices to facilitate remote diagnosis to touchscreen technologies and “smart” devices (such as “intelligent shirts” that use electrodes and sensors to monitor patients’ vital signs, activity sensors and webcams) — will enable remote monitoring and communication.
- » **A transformation in the role of patients** managing their own well-being through shared decision-making, condition monitoring, and chronic disease management. New, independently developed, mobile healthcare apps are giving people the tools to educate themselves on how to eat well and live well, while personal health records (PHRs) and patient portals help them to manage their own care needs.
- » **The potential of genomics** to personalize treatment and wellness plans, present clinicians with a powerful range of analytical and diagnostic tools, and enable managers to coordinate care, target resources, and improve public health outcomes. Among other benefits, this will help identify early — even preventive — interventions where patients have a genetic predisposition to certain medical conditions.

Source: Accenture

companies in a connected world: big data and real-world data analytics and new collaboration models and partnerships. New partnerships will be needed to share risk, improve capital efficiency, and speed up business-process evolution and innovation across the value chain. Innovation in social media, mobile health, and big data demands a mix of capabilities no single player could have, so leaders will learn to partner in new ways to ensure their future relevance.

Ms. Ramko says organizations must go beyond the traditional partnerships among pharma/biotech, medical device, payers, providers and look to technology and telecommunications companies that can provide the platform.

“The other key partnerships in the ecosystem include regulatory agencies, patient advocacy groups, and companies focused on mining big data for innovation,” she says. **PV**



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Evena Liao

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eyeforpharma
evena@eyeforpharma.com



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"I liked the ability to go to different tracks and thought there was a good balance of vendors and industry experts."

Virginia Harlan, Director Respiratory Consumer Marketing, GSK

"Great event with relevant information that is aligned with the changing pharma environment."

Rick Bullaro, Group Director Acel Family, Sanofi

"Great job on the organization. Especially well thought out and engaging panel discussions."

Ashutosh Katiyar, Commercial Analytics, Shire

"The eyeforpharma event was excellent. Their speakers were bringing cutting-edge ideas to us that we are able to use the next day."

Brad Norton, Manager Call Planning, Abbvie

www.eyeforpharma.com/philadelphia

Keynote Session Speakers:



Kyle Dolbow
President
Vree Health

Genentech

Michael Dubroff
Senior Director Managed
Care Support
Genentech



Natalia Borinshteyn
Head of Portfolio Strategy
Global Diabetes
Sanofi

Genentech

Gisela Paulsen
Sr. Director and Franchise
Head Virology
Genentech

BAUSCH + LOMB
See better. Live better.

Carlos Tessi
MD, Global Compliance
Director
Bausch+Lomb

Genentech

David Davidovic
Former VP and Global Head
Commercial Services
Genentech



Peter Deane
Head, Global Sales Force
Effectiveness
Novartis



Matt Portch
VP Commercial Model
Innovation
Pfizer



Joe Konen
Global Medical and HEOR
Lead Integrated Health
Business Unit
Pfizer



Bristol-Myers Squibb

Frank Dolan
Sales Director, Corcept
Therapeutics
Bristol-Myers Squibb



Kimberly Park
Partner
Janssen Healthcare
Innovation



James Immormino
VP Commercial Innovation
Novartis



Simon Davies
Executive Director
Teen Cancer America



Winning the fight against cancer every day!

Steve Bonner
Chairman
Cancer Treatment
Centers of America



Steve Linn
Chief Medical Officer
Inspira Health Network

Value Beyond the Pill Track Speakers:



Darwin Cox
Strategy & Commercial
Innovation Director
Merck



Mickey McDermott
Director, Global Innovation
Novartis Animal Health



Dave Moore
Chief Commercial Officer
Cempra



Thomas Tsang
Executive Director, Global
Health Information and
Innovation
Merck Medical Information
and Innovations (m2i2)



Aman Bhandari
Director, Global Health
Information Partnerships,
Business Development and
Strategy
Merck



Soeren Mattke
Managing Director
RAND



Christy Brown
Director, Insights and
Innovation and Patient
Engagement
GSK



Michele Oshman
Director, Global Advocacy
and Professional Relations
Eli Lilly



Brad Perkins
Executive Vice President for
Strategy & Innovation, &
Chief Transformation Officer
Vanguard Health Systems



Michele Miller
Sr. Director, Brand Payer
Strategy, Immunology &
Rare Disease
GSK



Woody Eisenberg
Senior Vice President
PQA Alliance



**Director of E-Health
and Health 2.0 at
Hospital Sant Joan de
Déu and Head of
Academics**



Matt Bonam
Director
AstraZeneca Intelligent
Pharma

Multichannel Engagement Track Speakers:



David Stern
Senior Vice President,
Head of Global Business
Franchise
Ovascience



Julie Collins
Director, Global Digital
Marketing
Alcon Laboratories



Elena Alikhachkina
Director, Multi-Channel
Analytics
GlaxoSmithKline



Kara Zubey
Senior Director, Business
Strategy
Endo Pharmaceuticals



Imran Haque
Head of eCommerce,
Digital Strategy and
Multichannel Marketing
Zoetis



David Blair
Head of Industry, Health
Google



Kurt Hawtin
Sr. Director/Team Leader
Market & Customer Strategy
Pfizer



Marc Weiss
Director, Multi-Channel
Marketing
Bristol-Myers Squibb



Trish Nettleship
Global Director Social
Media & Influence
UCB



Greg Cohen
Sr. Manager, Social Media &
Influence
UCB



Tammy Hubbard
Lead Social Ecosystem
Novartis



Christopher Ellis
Marketing Director
Vree Health



Ed Stening
Senior Manager
MultiChannel Marketing
Zeotis



Eric Rothstein
Executive Director, Global
Commercial Services,
Vaccines
Merck



Mark Montgomery
Director, Customer &
Digital Insights
AstraZeneca

Sales Excellence Track Speakers:



Terrell Sweat
Senior Compliance
Director, U.S.
Actelion Pharmaceuticals



Kevin Appareti
Global Director Medical
Science Liaison
Philips Healthcare



Charles Hyde
Regional Sales Director
Sanofi



Chris Esposito
Institutional Director
AstraZeneca



David Benharris
Vice President Sales,
Marketing and Business
Development
DARA Bioscience



Mike Moran
Vice President, Field Force
Effectiveness
GlaxoSmithKline



Jo Comiskey
Vice President, Strategy,
Planning & Operations
GlaxoSmithKline



Dallas Moores
Training Manager
Bayer



Christian Scheuer
CEO
LEO



Jill Donahue
Author EngageRx



Jennifer Muzik
Director SFE
Pfizer



Brent McCain
Marketing Director
Lyxumia Global
Sanofi



Dr. Andree Bates
President
Eularis



Hans Nagl
Senior Director
Commercial Insights
and Analysis
Sunovion Pharmaceuticals Inc

Conference at a Glance

Your peer group shared their thoughts on how the industry has changed. We used their feedback to build this road-map for the solutions we will deliver at the 2014 eye forpharma Philadelphia summit...



Keynote

- Deliver patient-centric care coordination beyond traditional ideas of "point of care": an integrated and technology-enabled approach
- Adapt to the changing healthcare landscape with commercial innovation
- Embrace the new paradigm of partnership: make sense of the new healthcare delivery model
- The dawn of transparency and its impact on marketing and medical affairs

TRACK ONE

Value Beyond the Pill

TRACK TWO

Multichannel Engagement

TRACK THREE

Sales Excellence

Partner with stakeholders to deliver customer-centric values and improve health outcomes

- Understand how you can deliver true value to physicians, patients, payers and non-traditional stakeholders
- New approaches to customer engagement to encourage optimal patient outcomes and business results
- Become a customer-centric industry and put health outcomes first

Utilize data analytics and technology to optimize your engagement

- Achieve true multichannel engagement by better leveraging digital and synchronized channel selection, and cross-company implementation
- Restructure your CLM/CRM approach to maximize gains from interactive engagement through multiple touch-points
- Take the holistic marketing approach to deliver consistent yet personalized and compliant messages across all channels

New Sales Models & Key Account Management

- Insights on how to put in place the right training, systems and tools to stand out, incorporate KAM and ultimately build fruitful long-term customer relationships
- Adapt techniques for the changing healthcare ecosystem through training and technology enablement
- Implement KAM to ensure cross-collaboration for a holistic customer relationship

Keynote Sessions

Beyond traditional care: deliver patient-centric care coordination with an integrated and technology-enabled approach

- Beyond the pill and beyond the hospital: why technology-enhanced extended care will be the key to patient adherence and improving health outcome
- Utilize technology to provide patients, doctors and caregivers easy access to health data while remaining compliant and adherent
- Recognize the changes in power in healthcare and partner up with the emerging stakeholders

Kyle Dolbow, President, **Vree Health**

Embrace the new paradigm: make sense of the new healthcare delivery model

- Deliver scientific application of information to emerging partners in a compliant manner
- Identify the right value proposition and partner with payers to increase health outcomes

Michael Dubroff, Senior Director Managed Care Support, **Genentech**

PANEL The dawn of transparency and its impact on marketing and medical affairs

- Explore the drivers behind the calls and actions towards transparency
- Discuss the implications of transparency initiatives and the potential and actual approaches
- Share best practices in the role of compliance programs on these transparency initiatives

Natalia Borinshteyn, Head of Portfolio Strategy, Global Diabetes, **Sanofi**

Gisela Paulsen, Sr. Director and Franchise Head, Virology, **Genentech**

Carlos Tessi, MD, Global Compliance Director, **Bausch+Lomb**

Moderator: David Davidovic, Former VP and Global Head, Commercial Services, **Genentech**

CASE STUDY How Novartis created an agile, centralized sales thought-leadership task-force from scratch

- How to build a team with the people and skills to confront evolving sales challenges
- Engage new customers and ensure better retention

Peter Deane, Head, Global Sales Force Effectiveness, **Novartis**

Why account management organizations fail in Pharma

- Focus on the critical success factors to aligning an organization on investing in account management
- Five the common pitfalls that can limit success of KAM

James Immormino, VP Commercial Innovation, **Novartis**

Adapt to the changing healthcare landscape with commercial innovation

- Drive customer level partnerships and co-creation to foster a value based business moving beyond traditional pharma value
- Achieve customer relationships at a business level by building two-way partnerships with key stakeholders
- Increase customer engagement; leverage all key channels to provide a menu of innovative services and support

Matt Portch, VP Commercial Model Innovation, **Pfizer**

Overcome the Valued Based Service barriers

- Debate whether pharma should/can transition into a service based organization
- Adapt and rethink the pharma commercial model to be impactful in a changing environment
- Identify the role of large employers in the pharma/healthcare space

Joe Konen, Global Medical and HEOR Lead, Integrated Health Business Unit, **Pfizer**

Harness the sales expertise of AstraZeneca and BMS to deliver an effective co-promotion strategy

- Get insight into the unique co-partnership with AZ and BMS and learn how they beat internal hurdles to create sales excellence
- Develop a training curriculum for competition-beating sales leaders

Frank Dolan, Sales Director, **Corcept Therapeutics**

How Janssen Health Innovation built a team that acts like a startup

- Why is having a startup structure and mindset important to JHI
- Challenges JHI have faced and overcome to improve health outcomes and reduce health costs
- Create a fail-fast culture that drives transformational healthcare innovation

Kimberly Park, Partner, **Janssen Healthcare Innovation**

PANEL Rethink your commercial model with healthcare stakeholders

Steve Bonner, Chairman, **Cancer Treatment Centers of America**

Steve Linn, Chief Medical Officer, **Inspira Health Network**

Moderator: Christopher de Wolff, Consultant, **Numerof & Associates, Inc.**

Value Beyond the Pill

Create value beyond the pill: Value Added Services Explained

- Look Beyond the Pill: hear how Merck modified its commercial model to provide better value to stakeholders
Darwin Cox, Strategy & Commercial Innovation Director, **Merck**

- **PANEL** Industry best practices on using the new commercial approach to deliver value beyond the pill to stakeholders

Mickey McDermott, Director, Global Innovation, **Novartis Animal Health**
Dave Moore, Chief Business Officer, **Cempra Therapeutics**

- Understand healthcare reform and delivery value in the digital world

Aman Bhandari, Director, **Global Health Information Partnerships**, Business Development and Strategy, **Merck**

If you want to improve outcomes, you improve patient engagement

- **CASE STUDY** How Optimer put patient needs first to improve their value proposition and as a result gained a dominant market position

Dina Lynch, Vice President, **Optimer**

- Learn why GSK go beyond adherence and focus on patient activation to achieve patient engagement

Christy Brown, Director, Insights and Innovation and Patient Engagement, **GSK**

- Maximize patient outreach with partnerships: how to get advocates, pharmacies and physicians on your side

Michele Oshman, Director, Global Advocacy and Professional Relations, **Eli Lilly**

- How EHR impacts pharma commercial strategy

Thomas Tsang, Executive Director, Global Health Information and Innovation, **Merck Medical Information and Innovations (m2i2)**

Payer collaboration: how to meet their needs

- Learn how to identify and align your value proposition to patient needs

Michele Miller, Sr. Director, Brand Payer Strategy, Immunology & Rare Disease, **GSK**

Support providers by delivering value

- How Kaiser Permanente partner with pharma to create value beyond the pill solutions

Elizabeth Oyekan, Vice President, **Kaiser Permanent**

- Accountable medication use

Woody Eisenberg, Senior Vice President, **PQA Alliance** (and former CMO for Medicare and Medicaid Solutions Medco)

- Hospital Sant Joan de Déu have transformed stakeholder collaboration: get insight into the e-hospital of the future

Jorge Juan Fernández García, Director of E-Health and Health 2.0 at **Hospital Sant Joan de Déu** and Head of Academics at Moebio

The future of Value Added Services: Pill Agnostic Solutions

- **CASE STUDY** Deliver pill agnostic solutions to healthcare challenges with VAS

Matt Bonam, Director, **AstraZeneca Intelligent Pharma**

- **STAKEHOLDER PANEL** How pharma, payers, physicians, and patients can collaborate to improve health outcomes with VAS

Brad Perkins, Executive Vice President for Strategy & Innovation, & Chief Transformation Officer, **Vanguard Health Systems**

Soeren Mattke, Managing Director, **RAND Payer Pharma ACO**

- Medicines as a service: A commercial model that helps save lives, improve human health and obtains outstanding ROI

Soeren Mattke, **RAND**

New for 2014: your Value-Added Services roadmap

As pharma seeks to adapt to a changing commercial environment, value-added solutions have risen to the fore. But whether you are considering VAS as a creative way to improve access, or as a potential route to new revenue streams, there are several fundamentals that you need to consider. Does your solution meet provider, patient and payer needs? Do you have the internal resources to develop and deliver VAS? How do you actually measure the effectiveness or sell the benefits of this new approach? These questions are critical to the future of the pharma, so we have put a complete roadmap to VAS at the center of the summit. This comprehensive track will give you the tools to go out and embrace the new paradigm with confidence.

Multichannel Engagement

Streamline digital capabilities to maximize your customer reach and engagement

- Build a platform that allows teams to collaborate through superior workflow capabilities and foster re-use of digital assets globally
- Recognize customers' digital behavior and reflect on how we want to align our technology capability

Julie Collins, Director, Global Digital Marketing, **Alcon Laboratories**

Build an innovative mobile solution that delivers ROI in both US and global markets

- Identify the similarities and differences in the US vs global markets
- Optimize your mobile strategy around concrete metrics

David Stern, Senior Vice President, Head of Global Business Franchise, **Ovascience**

Translate digital customer insights into actionable commercial pharma strategy

- Insights on leveraging integrated data to capture customer preference
- Leverage data to monitor each touchpoint and gain understanding of customer behavior
- Develop a holistic commercial strategy while maintaining a personalized marketing approach

Elena Alikhachkina, Director, Multichannel Analytics, **GlaxoSmithKline**

Fully harness the power of your CRM and capitalize on your customer data

- Advance your CRM and commercial operations model by using leveraging new technologies
- Lessons learned on implementation and transition in the process of adopting new technology

Kara Zubey, Senior Director, Business Strategy, **Endo Pharmaceuticals**

Digital innovation in the context of the traditional organization

- Introduce an innovation friendly environment with compliant support-to the traditional sales-heavy pharma
- Gain internal buy-ins and external perspectives to create technology enablement that fits in your organization

Imran Haque, Head of eCommerce, Digital Strategy and Multichannel Marketing, **Zoetis**

OUT-OF-INDUSTRY PERSPECTIVE Google case study on video engagement in the pharma/life science space

- Pharma case study on increasing video viewership and and convert viewership to true engagement
- Build a multi-screen communication strategy across PC, tablets, mobile and wearable, e.g.: Google Glass

David Blair, Head of Industry, Health, **Google**

Pinpoint customer engagement strategies for both mature brands and new launch brands

- Create strategies that complement mature brands and new launch brands to secure market share and ROI
- Leverage mature brand customer engagement to drive awareness for new brands

Kurt Hawtin, Sr. Director/Team Leader, Market & Customer Strategy, **Pfizer**

Develop a physician engagement campaign through multiple touch points

- Build dynamic adaptability into your multichannel promotional campaigns
- Implement effective targeting and data/advanced analytics strategies to evaluate customer behavior and refine customer segments

Marc Weiss, Director, Multichannel Marketing, **Bristol-Myers Squibb**

Leverage social networks to connect and understand patients

- Encompass all stakeholders in the healthcare ecosystem via social media
- Unlock social listening: express social media value through reporting to provide insights for internal stakeholders

Trish Nettleship, Global Director Social Media, **UCB**
Greg Cohen, Sr. Manager, Social Media & Influence, **UCB**

Partner with regulatory teams to be real in the social network

- Understand social media's global impact
- Gain cross functional alignment with to streamline engagement process

Tammy Hubbard, Lead Social Ecosystem, **Novartis**

CASE STUDY Spotlight on Vree Health's multichannel care extension to increase health outcome

- Technology-enabled virtual care beyond hospital stays and doctor visits
- Utilize technology to fill the gap of healthcare delivery and reduce readmission

Christopher Ellis, Marketing Director, **Vree Health**

Sales Excellence

Help your customer understand the impact of regulation while remaining compliant

- Help your customer understand how the ACA and the Sunshine Act will affect them
- Overcome access hurdles while staying compliant

Terrell Sweat, Senior Compliance Director, U.S.,
Actelion Pharmaceuticals

Customer-centric product development and adoption: strategies that harness KOL insight and promote collaboration

- Engage KOLs in product creation and ensure product relevance and launch success.
- KOL segmentation: match skills and influence to your development and adoption strategy

Kevin Appareti, Global Director Medical Science Liaison,
Philips Healthcare

Adopt customer-focused bottom-up strategies to meet the evolving needs of key accounts

- Empower your sales force to take ownership and strategize customer engagement
- Tailor sales and marketing messages to deliver meaningful value to your customer

Charles Hyde, Regional Sales Director, **Sanofi**

NHS CASE STUDY How to sell the value of KAM & VAS led approach

- Use KAM to stay relevant to complicated market delivery systems
- Improve management ability to understand and coach for changes
- How to change from selling benefits to connecting with your customer

Speaker to be confirmed

Contract and train to drive dominant market share

- Update your approach to third-party contracting
- Train and create a dedicated field force to ensure better customer retention

David Benharris, Vice President Sales, Marketing and Business Development, **DARA Bioscience**

Develop a training curriculum that creates competition-beating sales leaders

- What does it take to be a successful sales rep & what does it mean to be a successful sales leader?
- How to create and deliver a training program that transforms your sales reps into results driven sales leaders

Mike Moran, Vice President, Field Force Effectiveness,
GlaxoSmithKline

CASE STUDY Boost performance with new incentive compensation strategies

- Create a dynamic incentive compensation with customer satisfaction scores
- Witness Management By Objective (MBO) targets that empower and reward your team

Jo Comiskey, Vice President, Strategy, Planning & Operations, **GlaxoSmithKline**

PANEL Becoming patient focused: It starts internally

- Hear how Bayer is using a mobile learning program to help employees be more patient centric
- Articulate the connection between profit, patient focus, trust and engagement to your team
- Learn what Leo Pharma has planned for 2014 to increase sales while simultaneously being patient centric

Christian Scheuer, CEO, **LEO, Canada**
Dallas Moores, Senior National Trainer at Bayer, **Canada**
Jill Donahue, Author, **EngageRx**

How Pfizer built a hybrid sales model to meet evolving customer demands

- Create a landmark training program which integrates sales, marketing and medical capabilities
- Build incentive compensation structures to motivate & engage

Jennifer Muzik, Director SFE, **Pfizer**

PANEL Leverage data to measure performance and drive better decision making and real world results

- Understand how to use analytics get more revenue from less budget mix and make multichannel work
- Execute effective sales and marketing analytics to gain insight and make good decisions in a highly competitive dynamic market

Brent McCain, Marketing Director Lyxumia Global, **Sanofi**
Dr. Andree Bates, President, **Eularis**
Hans Nagl, Senior Director, Commercial Insights and Analysis, **Sunovion Pharmaceuticals Inc**

Network and learn from 400+ pharma/healthcare executives

Three Reasons You Must Attend:

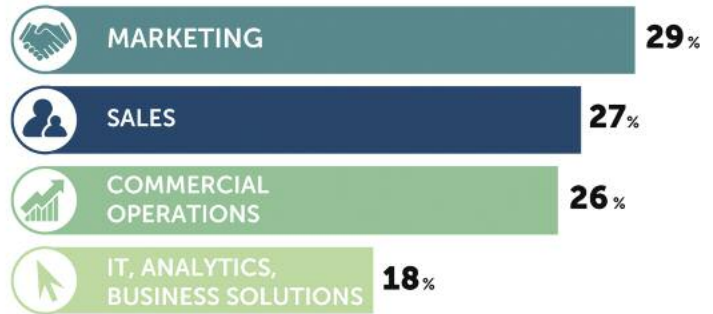
- 1** We are dedicated to providing a forum where our attendees can learn about the most advanced strategies from your industry colleagues
- 2** 2014 Philadelphia will bring key stakeholders together to provide and to exchange insights on how to improve health outcome while meeting business objectives
- 3** With over 10 hours of networking opportunities, this event will build new prospects and strengthen current business relationships

Here is a snapshot of our 2013 attendees:

- Head of Training
Abbott
- Director of Marketing
Johnson & Johnson
- Head - Commercial Strategy & Excellence
Almirall
- President
LEO Pharma
- Head of Regional Strategy & Marketing & Sales Operations
Bayer Healthcare
- International Leader - Strategies & Operations
Merck
- VP Commercial Operations
Boehringer Ingelheim
- Head- Global Sales Force Effectiveness
Novartis
- Head of New Promotional Models
Boehringer Ingelheim
- Vice President - Commercial Model Innovation
Pfizer
- VP Sales, Cubist Executive Vice President
EMD Serono
- Global Head - Commercial Solution Architecture
Roche
- Head of Social Media & Web Communications
Genentech
- Director, Sales, Marketing and Patient Data Management
Sanofi
- Global Commercial Analysis
GlaxoSmithKline
- Head of Sales Field Force & SFE
Teva

Who will be there in 2014?

JOB FUNCTION



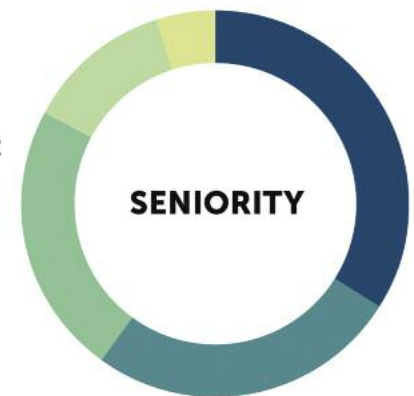
36% DIRECTOR, HEAD

28% MANAGER, SENIOR MANAGER

21% VP, SVP, GM

9% C-LEVEL, MD

6% OTHER



Opportunities for vendors include:

- 1-to-1 meetings with key decision makers
- Take a speaking slot and address a room full of senior-level executives
- Show off your latest products and services in our exhibition hall
- Build your brand with exclusive promotional opportunities
- Host interactive workshops with core clients and prospect... **and much more!**

If you want to maximise your return on investment at this industry-leading event by increasing your profile with our exciting range of sponsorship opportunities, contact:

Amy Claxton Business Development Manager
 Call: 1-800--814-3459 ext. 7186
 Email: aclaxton@eyeforpharma.com

Diamond Pass

Purchase your Diamond Pass and get year-round access to one of the below top level reports:

Choose from:

A Multichannel Marketing Report

- Improve the information you deliver to the customer – content, frequency and the best channels to improve engagement and increase sales
- Strategies for physician engagement – Learn from your competitors about the tactics they employ to improve the effectiveness of their channels
- Influence prescription change – Maximise channel effectiveness to encourage a change in prescription habits
- Practical insights to develop brand loyalty throughout your products lifecycle beyond the patent cliff



B Value Added Services Report

- Exclusive insight from pharma, payers, regulators, physicians, and advocacy groups
- Case studies investigating Janssen Connect, Pfizer Integrated Health, AstraZeneca Intelligent Pharma, Fresenius Medical Care, and GSK Salford lung study
- Leverage and extend your existing services and programs to provide genuine value to stakeholders
- Roadmap of how pharma can progress from first generation to integrated second generation health services



C Sales Innovation and Metrics Report 2014

- Innovative sales strategies (not just KAM, or reps)
- How value is being delivered to stakeholders
- Incentivising to improve staff retention and training to skill up reps
- Sales best practice, according to certain companies (compare to out of industry)
- Metrics to measure rep performance (KPIs)
- What behaviours to encourage in the different types of rep (PCP and specialist)
- Out of industry examples
- Integrating departments and utilising technology that reps trust



SAVE ADDITIONAL \$100 BY USING DISCOUNT CODE "FP14PV" ONLINE

Diamond Pass:

- Exclusive Multichannel, Growth Markets or Values Added Services Report
- Access to the full conference, exhibition & networking area during the conference
- Access to the PDF presentations
- Full audio recordings of the conference

Gold Pass (most popular):

- Access to the full conference, exhibition & networking area during the conference
- Access to the PDF presentations
- Full audio recordings of the conference

Silver Pass:

- Conference Access to one track only

For Pharma Companies/Biotech Companies	EXCLUSIVE Diamond	Gold (most popular)	Silver
Super Early Bird Price - Expires, Jan. 24th EXPIRED	\$3295	\$1695	\$1395
Last Chance Price - Expires March 21st	\$3995	\$2095	\$1795
Full Price	\$3795	\$2195	\$1895

For Solution Providers	EXCLUSIVE Diamond	Gold (most popular)	Silver
Super Early Bird Price - Expires, Jan. 24th EXPIRED	\$3495	\$2095	\$1795
Last Chance Price - Expires March 21st	\$3895	\$2495	\$2195
Full Price	\$3995	\$2595	\$2295

www.eyeforpharma.com/philadelphia/register

2. DELEGATE DETAILS:

Mr/Mrs/Ms/Dr: _____ First name: _____ Last name: _____
 Company: _____ Position/Title: _____
 Telephone: _____ Fax: _____ Email: _____
 Address: _____ Postcode: _____ Country: _____

3. PAYMENT:

I enclose a cheque for: _____ Credit card number: _____
 (Payable to FC Business Intelligence Ltd.) Expiry date: _____ Security number: _____
 Please invoice my company: _____ Name on card: _____
 Purchase Order Number: _____ Signature: _____
 Please charge my credit card: Amex Visa Mastercard

4 EASY WAYS TO REGISTER TODAY!

- ONLINE:** Go to www.eyeforpharma.com/philadelphia/register and submit your details for instant confirmation of your place
- E-MAIL:** The eyeforpharma Registration Team at register@eyeforpharma.com
- FAX:** 201.204.1673
- CALL:** eyeforpharma on 201-204-1914

**FAX THIS FORM TO
201-204-1673**

TERMS & CONDITIONS Places are transferable without any charge. Cancellations before March 16th 2014 incur an administrative charge of 25%. If you cancel your registration after March 16th 2014 we will be obliged to charge the full fee. Please note – you must notify eyeforpharma in writing of a cancellation, or we will be obliged to charge the full fee. The organizers reserve the right to make changes to the program without notice. All prices displayed are exclusive of VAT unless otherwise stated but, VAT will be charged, where applicable, at the prevailing rate on the invoice date and the relevant details will appear on the invoice. NB: FULL PAYMENT MUST BE RECEIVED BEFORE THE EVENT.