

**In this Issue:**

- **Pharma Sales: Lead Activity Report** ..... 1
- **Lead Sampler** ..... 1
- **User Tip** ..... 3
- **Sales Article: The Top 10 Reasons Why Salespeople Get Outsold** ..... 3
- **Prospect Profile: Optimer Pharmaceuticals, Inc.** ..... 6
- **PharmSource Lead Sheet: Special Offer** ..... 8

**Welcome to the March 2009 Issue!**

The **PharmSource PERISCOPE** provides valuable insight into sales issues and trends for companies that sell goods or services to bio/pharma. It helps you recognize new business opportunities, and overcome sales obstacles. Enjoy the March issue.

*The PharmSource Team*

**Pharma Sales: Lead Activity Report**

**PharmSource Lead Sheet: February Opportunities**

264 overall leads for pharma vendors were reported by the *PharmSource Lead Sheet* in February, 2009.

Lead Type	Feb-09	2009 Y-T-D
Non-US Leads	116	229
Early development candidates	44	98
Late development candidates	51	97
Large molecule candidates	26	53
Small molecule candidates	82	160
Newly-funded companies	62	118
New sourcing executives	20	43
Parenteral dosage form candidates	45	88
Oral candidates	54	99
<b>Total Leads*</b>	<b>264</b>	<b>520</b>

\* Total leads include product acquisitions/alliances, company acquisition/alliances and other sponsor events. Pipeline leads shown are categorized by development, API and dosage form.

**Lead Sampler**

Below are two actual leads from a recent issue of the *PharmSource Lead Sheet (PLS)*, the weekly, web-based information service that delivers new business opportunities and key market intelligence information to companies serving Bio/Pharma. It reports new information on products in development, acquisitions, alliances, financing transactions, and more, and delivers up to 70+ fresh leads each week.

*Continued on next page*

© 2009 PharmSource Information Services, Inc.

Tel. 703-383-4903  
 Fax. 703-383-4905

www.pharmsource.com  
 info@pharmsource.com

Use the *PLS* to stay on top of opportunities as soon as they're announced, to keep attuned to market activity and trends, and as a key resource for targeted marketing.

### Products in Development

FOR WEEK OF:  
**02-22-2009**

- Products in Development ●
- Product Acquisitions ●
- Corporate Finance ●
- Other Sponsor Events ●
- Key Appointments ●

**Downloads**

**Preferences**

**Comments/Questions?**

**Full Database Search**

**Qualifying Info Search**

[PRINTER FRIENDLY](#)

[\[Export All\]](#) [\[Clear All\]](#)

[Export help](#)

Phase I	
<b>Company:</b>	<a href="#">GTx, Inc.</a>
<b>HQ Location:</b>	Memphis, TN
<b>Product:</b>	GTx-758
<b>Dosage Form:</b>	Oral
<b>Nature of API:</b>	Chemical - Normal potency
<b>Therapeutic Area:</b>	Oncology
<b>Comment:</b>	GTx commences a Phase I trial for GTx-758, an oral luteinizing hormone (LH) inhibitor to treat advanced prostate cancer. Preclinical data suggest that the drug candidate suppresses the secretion of LH, which inhibits the production of androgens by the testes. Testosterone is a primary growth factor of prostate cancer. A second Phase I trial will be initiated later in 2009.
<b>Preclinical contact:</b>	<a href="#">Jim Dalton, PhD</a>
<b>Clinical contact:</b>	<a href="#">Ronald Morton, MD</a>
<a href="#">Print Lead</a> <a href="#">Email Lead</a>	

### Corporate Finance, Alliances, and Acquisitions

Corporate Finance	
<b>Company:</b>	<a href="#">NanoBio Corporation</a>
<b>HQ Location:</b>	Ann Arbor, MI
<b>Financing Type:</b>	Venture capital investment
<b>Amount Raised:</b>	\$12.00 million
<b>Description:</b>	NanoBio raises \$12 million in a round of Series B financing. Proceeds will support a Phase I trial for a topical treatment for acne, a Phase I trial for an intranasal seasonal influenza vaccine and preclinical trials with a nebulized therapy for cystic fibrosis.
<b>Strategy:</b>	NanoBio develops and commercializes products for the prevention and treatment of infectious diseases, based on its patented NanoStat technology platform.
<b>Clinical research contact:</b>	<a href="#">Mary Flack, MD</a>
<b>Corporate:</b>	<a href="#">James R. Baker, Jr., MD</a>
<a href="#">Print Lead</a> <a href="#">Email Lead</a>	

*Continued on next page*

### User Tip

The *PharmSource Lead Sheet (PLS)* is your best resource to identify new business opportunities based on real-time events. It can also be much more than that. When you use the powerful *Qualifying Info Search* and *Full Database Search* features, you can produce valuable, targeted lists of pharma companies:

- In your territory (or any geographic region of interest).
- With specific product dosage forms.
- With products having specific Active Pharmaceutical Ingredients (APIs).
- With products that treat specific therapeutic areas.
- Differentiated by size and/or public/private status.
- Funded by venture capital.

The targeted nature of *PLS* search features lets you zero-in on information that helps you approach prospects in a way that directly addresses their specific needs. Search results are quickly and easily downloadable into spreadsheet format, where every data field is assigned a column, enabling you to sort data however you wish.

Start each search by clearing the cookies in your browser (on your browser toolbar select **Tools** and then **Delete Cookies**). Note that this action does not affect your saved passwords or form data. As with all data sites, do not use the Back button/arrow on your browser to move to a different web page; always use the navigation links provided directly on the site.

**If your team would like a complimentary group training teleconference/refresher course to review how to use the advanced features of the Lead Sheet, please contact Judy Miller at [judy@pharmsource.com](mailto:judy@pharmsource.com) or call 703-383-4903, ext. 103.** If you don't yet have access to the advanced features of the Lead Sheet, please contact Judy to learn more.

### Sales Article

## The Top 10 Reasons Why Salespeople Get Outsold

*By Dave Stein*

In my business, it has been an interesting and very busy two quarters. I've worked with sales managers, marketing executives, professional services practice managers, business development executives, divisional presidents, two dozen sales teams, nine VPs of Sales and directly with 29 CEOs in North America and in Europe. I've seen a lot of deals won and more than a few lost.

When I first meet my clients, I find that some really do not know why they have won or lost business, although often they think they do. Their answers to just a few of my questions provides me with a pretty good idea of where to dig in more deeply. (Note: For me to perform a comprehensive diagnosis and provide appropriate recommendations for improvement, a formal win/loss analysis is required.)

In order to help you diagnose why you may have lost one or more deals, I am sharing with you in Letterman-style reverse order, the top ten reasons that salespeople (generally those employed by my clients' competitors) got outsold ...

*Continued on next page*

**#10.** They are depending on capabilities of their product or service to win. This is a prevalent cause of losing. Deals have been lost this way for years and will continue to be lost in the future, unless salespeople begin to understand the critical trap they are stepping into if they assume this strategy. I don't know of too many companies these days that truly have a unique enough product or service that they can depend on that offering to win. And even if they do have that truly unique product, it doesn't take a desperate competitor very long to convey to their market that they have greater capability and a lower price. Once that happens, you're in a capabilities "beauty contest" and your product or service is destined to be considered just a commodity. Winners differentiate their product or service in ways that convey value to executives, while protecting that value proposition from attack--and they don't count on their demo or presentation to be the ultimate death knell to their competition.

**#9.** They're afraid. Unfortunately a lot of salespeople have been using the down economy and resultant changes in customer buying patterns as an excuse for not selling. They are afraid to get out of their comfort zones and assume a position of strength--to be more persistent, to negotiate for access to the real buyer and to be more persuasive. Unfortunately, they're coasting, using headlines in the Wall Street Journal as justification for a lack of activity and productivity.

**#8.** They don't know who their competition is. More often than you would believe salespeople plod along in a sales campaign without knowing whom they are competing against. It could be an incumbent, no decision, an internal corporate department (such as IT) or pressure to fund another initiative or project within their prospect's company. Other times, sales people who get outsold simply don't know anything about that person who is in contention for the same piece of business--not their name, how they sell, to whom they sell, whether they are new at the job or highly experienced or what that person is likely to do to win the business. That's selling blind.

**#7.** They're not flexible enough to meet customer/client budget and risk requirements. Companies are holding back on capital expenditures, cutting expenses, slowing down or delaying initiatives (and always looking for ways to raise the top line). Their holding back means fewer and smaller sales for us. I'm not suggesting discounting as a primary strategy here. What I have observed again and again is that vendors who are willing to adapt-- and I mean really adapt--their typical terms and conditions of sale to their customers' requirements (for example payment schedules and phase-in approaches) are much more likely to win business. Software companies are renting software. Consulting firms are agreeing to shared risk contracts with performance bonds. Is your company ready, willing and able to adapt?

**#6.** They depended on '80s or '90s sales strategies, tactics and skills to win. Attending a two- or three-day class and learning about selling skills that worked five or ten years ago just isn't going to do it for you today. Think about it: All your competitors have taken the same classes, from pretty much the same instructors. I see the same training programs listed on scores of resumes that come across my desk. Where's the competitive advantage for those reps?

The big name training companies have done a terrific job over the years growing their own businesses, but many of them differentiate themselves through complexity of approach and related account planning tools. That's one of the reasons so few sales people use the very process they've been trained in. They are just too difficult and time consuming to use. I know. I get called in to pick up the pieces and get the sales teams back on track. And no matter what those training vendors represent, they can't possibly be flexible enough to keep you informed about what it takes to win today. Not with shrink-wrapped programs and teams of trainers who have to be re-trained and re-certified every time a change is implemented...

**#5.** They depended too much on relationships. One of my clients, who is the CEO of his company, said recently, "Relationship selling isn't enough anymore. If you can't prove the value, all you'll get from the person you've built a relationship with is an empathetic rejection, rather than a dispassionate one." Sure

*Continued on next page*

you need relationships with key buyers and influencers, but if the business case isn't there, there is often little they can do to help you win. After all, the CIO still has to go to the CFO or CEO to justify the investment he or she is looking to make, especially now in publicly-held corporations since the Sarbanes-Oxley Act was passed. If all the answers to the inevitable tough questions aren't right for the executives, who have learned a whole new definition of the word "accountability," then no sale.

**#4.** They failed to build a trusting win-win relationship with an influential ally. I said in #5 that you can't depend on relationship selling the way you once could. However, we do need allies in our accounts that can provide us with unwritten decision criteria, competitors' strategies and tactics, and to sell for us when we aren't there. These days with rules and purchasing organizations restricting communication with suppliers, recruiting and building trust with allies is more difficult than ever before and for that reason, more important than ever before.

**#3.** They didn't have a plan to win. What was once a straightforward, short sales cycle two years ago is now often drawn-out and complex, and maybe for a lot fewer dollars. What was a complex sale two years ago is now beyond the capabilities of even the best sales reps to plan for and manage by the seat of their pants. I'm working with companies who are pursuing deals worth hundreds of millions of dollars and although the sales teams are filling out the colored sheets, or the deal tracking software, they don't have a comprehensive, competitive plan to win. They've filled in the boxes in the plan, but haven't done the planning.

**#2.** They counted on unqualified business. Salespeople really don't lose these opportunities. They never had a chance to win them to begin with. As I've said many times before, the buying environment has changed so much that new degrees of rigor are required to qualify and re-qualify opportunities. When a sales VP tells me his team lost a deal because they couldn't (or wouldn't) meet a competitor's price, it takes me a while to convince them that the deal wasn't lost at all. It was just never a viable deal. And the #1 reason sales people get outsold is...

They didn't have all the skills and traits required to win. When I work with my clients, I collaborate with management in building a specific profile of skills and personal traits that are absolutely required for their salespeople to win for that company, in that market, at that time, selling that product or service to the appropriate level of buyer. The profile is used for hiring as well as sales development. What has become apparent to me is that the skill levels and behaviors required for sales success in today's selling environment are different from what they were even as recently as two years ago. Sales professionals (and their managers) whose everyday behaviors map to the profile win. Those who don't, invariably lose. And by the way, I see many salespeople who had the right skills but due to complacency or neglect, fail to use them habitually. A bit of coaching can generally bring them back on track.

I coach sales teams to be more effective no matter what sales process or methodology they use or have been trained in. To learn more about these subjects, read my book, take my downloadable training program and/or let my office know if you'd like to have a discussion on the subject.

#### **About the Author**

*Before founding The Stein Advantage, Inc. in 1997, Dave Stein spent more than 20 years employed in a diversity of executive sales and marketing roles for corporations worldwide. Dave consults with, coaches, speaks and trains on competitive selling strategies, helps companies to strategize specific, complex opportunities, organize a sales organization, present and position themselves with analysts in the best possible light, as well as to recruit and hire the best sales reps. He is the author of the Amazon best selling business book: *How Winners Sell: 21 Proven Strategies to Outsell Your Competition & Win the Big Sale*, Dearborn Trade Press, May 2004. For more info: [www.HowWinnersSell.com](http://www.HowWinnersSell.com) or contact his office at [viv@HowWinnersSell.com](mailto:viv@HowWinnersSell.com) or call (845) 621-4100.*

## Prospect Profile

### Optimer Pharmaceuticals, Inc. (OPTR)

**Optimer Pharmaceuticals, Inc.** is a public biopharmaceutical company that discovers and develops products to treat infection. R&D expenditures in 2008 were over \$29 million.

#### Corporate Highlights

- 1998: Company was incorporated in Delaware
- 2007: Company's IPO
- 55 total employees (R&D: 29; General & Administrative Activities: 26)
- Corporate Headquarters (includes R&D laboratory), San Diego, CA: 26,000 sq. ft.
- Subsidiary: Optimer Biotechnology, Inc., in Taipei, Taiwan

#### Manufacturing Status

- Optimer does not own or operate a manufacturing facility.
- Optimer obtains APIs, preparations of compounds for preclinical studies, clinical trial supplies and finished products from third party manufacturers and processors.
- Optimer obtains:
  - API for fidaxomicin from Biocon Limited. Optimer may seek an alternative source.
  - API for prulifloxacin from Nippon Shinyaku, which contracts with Angelini, Juzen and Patheon.
  - OPT-822 for clinical trials from third parties with cGMP facilities.
- Optimer will use a third party with cGMP facilities to produce OPT-821 and OPT-88.
- Optimer has prepared compounds for preclinical studies in-house.

#### Business Relationships

- Clinical trials are conducted by third parties, including CROs, and clinical investigators.
- 1999: Optimer acquires OPopS technology from the Scripps Research Institute.
- 2002: Optimer acquired rights to OPT-822 from Sloan-Kettering Institute for Cancer Research.
- 2004: Optimer acquired rights to prulifloxacin in the US from Nippon Shinyaku.
- 2005: INC Research, which also subcontracts with third party CROs, entered a masters services agreement. INC conducts clinical trials for fidaxomicin and prulifloxacin.
- 2006: Cempra licensed Optimer's library of 500 macrolides related to OPT-168/CEM-101.
- 2007: Optimer repurchased Par Pharmaceutical's rights for fidaxomicin in North America and Israel. Par assigned a supply agreement with Biocon Limited to Optimer.

#### March 2009 Financing

- Optimer received \$32.9 million in private placement (as reported in the March 8, 2009 issue of the *PharmSource Lead Sheet*).
- Proceeds will further the development of Optimer's ongoing programs and general corporate purposes.

*Continued on next page*

### Sourcing Opportunities

- Manufacturing.
- Conduct clinical trials.
- Marketing and sales of products (that become approved).

### Pipeline

Product Candidate	Indication	Dosage Form	Status	Next Anticipated Step
OPT-88	Osteoarthritis	Parenteral	Preclinical	Submit IND in 2009
OPT-1068/CEM-101	Respiratory tract infection	Oral	Phase I	TBA
OPT-822/OPT-821	Breast cancer	Parenteral	Phase I	Initiate Phase II/III in Asia in 2009
Fidaxomicin	Clostridium difficile infection	Oral	Phase III	Prepare MAA in 2009
Prulifloxacin	Infectious diarrhea	Oral	Phase III	File NDA in 2009

### Finances

(In \$ thousands)	2006	2007	2008
Revenues	933	767	1,023
R&D Expenditures	10,481	41,569	29,036
General & Administrative Expenditures	3,523	5,351	6,683
Total Operating Expenses	14,004	48,968	38,170
Capital Expenditures	744	705	694

### Contact Information

#### Optimer Pharmaceuticals, Inc. Key Officers

10110 Sorrento Valley Rd., Ste. C San Diego, CA 92121  
 Tel.: (858) 909-0736  
 Fax: (858) 909-0737  
 Email: [info@optimerpharma.com](mailto:info@optimerpharma.com)  
 Web: [www.optimerpharma.com](http://www.optimerpharma.com)

Michael N. Chang, PhD, CEO & President  
 Francois-Xavier Frapaise, PhD, CSO & SVP  
 Youe-Kong Shue, PhD, VP, Clinical Development  
 Yoshi Ichikawa, PhD, Sr. Director, Chemistry  
 Sherwood L. Gorbach, MD, CMO & SVP, Medical Affairs  
 Howard J. Dreskin, Director, Clinical Operations

*Continued on next page*

**PharmSource Lead Sheet Special Offer**

The *PharmSource Lead Sheet (PLS)* is the weekly web-based information service that identifies fresh business opportunities for companies serving pharma and biotech. Respected, endorsed and depended on by the top companies, the *PLS* informs you of new business opportunities. It lowers your prospecting costs, raises the productivity of your sales staff, and helps keep your lead funnel full.

If you're not yet a subscriber to the *PharmSource Lead Sheet*, we invite you to take a **complimentary test-drive** to see for yourself how this service can be a vital tool for growing your market share.

**\* Subscribe by March 31, 2009 and  
Get 10% off!**

Here are just a few things the *PharmSource Lead Sheet* can do for you:

- **Save money:** The *PLS* costs less than exhibiting at a single trade show, and far less than an internal prospecting staff.
- **On-going source of fresh leads and current market information:** The *PLS* alerts your sales staff of new business opportunities every week, keeping you on top of pipeline product activity and Bio/Pharma financings.
- **Excellent resource for targeted mailing/contact lists:** The *Full Database Search* and *Qualifying Information Search* features can be used to create highly targeted lists of pharma companies to set up site visits in specific territories, for marketing campaigns and for many other intelligence purposes.

\* This offer is for new subscribers only at the Corporate- or Premier-level.

To schedule your free **test-drive**, call Judy Miller at (703)383-4903, ext. 103 (ET) or send an email to [judy@pharmsource.com](mailto:judy@pharmsource.com).

*To view previous issues of this publication  
please visit [www.pharmsource.com](http://www.pharmsource.com) and click on the PERISCOPE link  
located at the bottom left side of the PharmSource home page.*

The PERISCOPE is a publication of PharmSource Information Services, Inc.  
Phone 703-383-4903 ♦ Fax 703-383-4905  
[info@pharmsource.com](mailto:info@pharmsource.com) ♦ [www.pharmsource.com](http://www.pharmsource.com)