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**Welcome to the August 2010 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 August issue.

*The PharmSource Team*

**Pharma Sales: Lead Activity Report**

**PharmSource Lead Sheet: July 2010 Results**

**290** overall leads for pharma vendors were reported by the *PharmSource Lead Sheet* in July, 2010.

Lead Type	July-10	2010 Y-T-D
Non-US Leads	111	947
Early development candidates	45	547
Late development candidates	70	474
Large molecule candidates	42	329
Small molecule candidates	88	732
Company financings	76	642
New sourcing executives	17	159
Parenteral candidates	56	521
Oral candidates	49	436
<b>Total Leads*</b>	<b>290</b>	<b>2,371</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.

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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.

<p>FOR WEEK OF: <b>08-15-2010</b></p> <p>Products in Development ●</p> <p>Product Acquisitions ●</p> <p>Corporate Finance ●</p> <p>Other Sponsor Events ●</p> <p>Key Appointments ●</p> <p><b>Download</b></p> <p><b>Preferences</b></p> <p><b>Comments/Questions?</b></p> <p><b>Full Database Search</b></p> <p><b>Qualifying Info Search</b></p> <p><a href="#">PRINTER FRIENDLY</a></p> <p><a href="#">[Export All]</a> <a href="#">[Clear All]</a></p> <p><a href="#">Export help</a></p>	<h2>Products in Development</h2>
	<b>Phase I</b>
	<p><b>Company:</b> <a href="#">BiondVax Pharmaceuticals Ltd.</a></p> <p><b>HQ Location:</b> Ness Ziona, Israel</p> <p><b>Product:</b> Multimeric-001</p> <p><b>Dosage Form:</b> Parenteral</p> <p><b>Nature of API:</b> Biologic - Vaccine - Recombinant</p> <p><b>Therapeutic Area:</b> Vaccine (infectious target)</p> <p><b>Comment:</b> BiondVax receives approval to initiate a Phase II clinical trial for its universal influenza vaccine candidate Multimeric-001. The intramuscularly injected vaccine contains a recombinant protein preparation that includes hemagglutinin, nucleoprotein and matrix proteins. The company plans to commence a 160-participant trial in October 2010; results are expected in Q2 of 2011.</p> <p><b>Research Contact:</b> <a href="#">Tamar Ben-Yedidia, PhD, CSO</a></p> <p><b>Corporate Contact:</b> <a href="#">Wayne Rudolph, VP, Corporate Development</a></p> <p><a href="#">Print Lead</a>   <a href="#">Email Lead</a></p>
	<h2>Corporate Finance, Alliances, and Acquisitions</h2>
	<b>Corporate Finance</b>
	<p><b>Company:</b> <a href="#">Nuon Therapeutics, Inc.</a></p> <p><b>HQ Location:</b> San Mateo, CA</p> <p><b>Financing Type:</b> Mixed financing</p> <p><b>Amount Raised:</b> \$10.00 million</p> <p><b>Description:</b> Nuon Therapeutics raises \$10 million in a mixed securities offering, which will fund clinical development for NU1618, a treatment for hyperuricemia in gout patients.</p> <p><b>Strategy:</b> Nuon Therapeutics focuses on the development and commercialization of new therapies in autoimmune and rheumatic disease.</p> <p><b>Research Contact:</b> <a href="#">Tito Serafini, PhD, CSO</a></p> <p><b>Clinical Research Contact:</b> <a href="#">Michael M. Kitt, MD, CMO</a></p> <p><a href="#">Print Lead</a>   <a href="#">Email Lead</a></p>

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**Key Appointments: July 2010**

This section of the *PERISCOPE* summarizes just a small sampling of the many recent appointments of new people to high-level positions in pharma/biotech. For more information of this nature, see the “Key Appointments” section of the weekly *PharmSource Lead Sheet*.

**Key Appointments**

- Company:** [Acorda Therapeutics, Inc.](#)  
**HQ Location:** Hawthorne, NY  
**Appointee:** Douglas Kargman, MD  
**Position:** VP, Drug Safety
- Company:** [Calithera Biosciences](#)  
**HQ Location:** South San Francisco, CA  
**Appointee:** Mark Bennett, PhD  
**Position:** SVP, Research
- Company:** [Chimerix, Inc.](#)  
**HQ Location:** Durham, NC  
**Appointee:** Timothy King, MSPH  
**Position:** VP, Clinical Operations
- Company:** [Elan Corp. plc](#)  
**HQ Location:** Dublin, Ireland  
**Appointee:** Eliseo Oreste Salinas, MD  
**Position:** EVP & CMO
- Company:** [Ikaria, Inc.](#)  
**HQ Location:** Clinton, NJ  
**Appointee:** Martin Meglasson, PhD  
**Position:** CSO
- Company:** [Inspire Pharmaceuticals, Inc.](#)  
**HQ Location:** Durham, NC  
**Appointee:** R. Kim Brazzell, PhD  
**Position:** EVP, Medical & Scientific Affairs
- Company:** [NexMed Inc.](#)  
**HQ Location:** San Diego, CA  
**Appointee:** Mohamed Hachicha, PhD  
**Position:** VP, R&D
- Company:** [Spectrum Pharmaceuticals](#)  
**HQ Location:** Irvine, CA  
**Appointee:** George Tidmarsk, MD, PhD  
**Position:** SVP, CSO & Head, R&D Operations

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Sales Article

## How Most Successful Companies Develop Sales Teams

*By Jonathan Farrington*

Not enough companies have learned how to employ sales training as a strategic tool. Those that have are leaders in their industries, offering their shareholders maximum return on investment. They are able to quickly adapt to changing market conditions, are respected by their customers, and provide consistent sales performance. The sales people that work for these companies are motivated and stay in their jobs longer.

Quite often sales managers and executives don't have the time and experience to do this correctly. Companies with internal training departments often provide guidance, but sales training is quite different from designing and delivering training to other constituencies within an organization, such as customer care, engineering, or human resources.

The first step for any company deciding to make a change in its sales approach is always an assessment of the situation. What processes and methods are currently being employed by the company? What has their sales performance been? What percentage of sales people are delivering against plan? What are the biggest obstacles to success? How dynamic or stable is the company's environment? What are the practices and expectations of the buyers? These are only a few considerations.

Designing or adopting a sales methodology is critical. Without that methodology in place, training is a tactical attempt to fix a larger problem. The selling methodology must be developed based upon the company's unique situation--their market, their customers, how those customers buy, the complexity and price levels of the products and services the company offers, competitive pressures, reporting requirements, the participation of partners, the skill level of their current sales people, etc.

The primary objective of creating an individually tailored Organizational Development Program has to be this: To achieve consistently superior results through the performance of every key individual. After all, our people are our most important and indeed expensive resource; it therefore makes sense for us to want to see a full and proper return on that investment.

Specifically, we should seek to achieve optimum performance levels via a process and an all encompassing framework for defining performance standards. This involves assessing, appraising, developing, implementing, reviewing and providing continual feedback on performance. Emphasis is placed on creating an environment in which the 'can do - will do' mentality thrives and becomes the norm - success and achievement are expected and as a consequence are much more likely to happen.

This total approach enables forward thinking organizations that are committed to looking 'outside the square' and are not afraid to mentally cross bridges that their competitors have not even identified. It also offers the opportunity to develop excellence in the performance of the company's teams and to build the capabilities necessary to consistently meet and exceed short, medium and long term objectives. In my view, we should never lose sight of the following premises:

1. Whatever got you where you are today will not be sufficient to keep you there.
2. You can only succeed in business today if you understand what you are doing, how you are doing it and why you are doing it.
3. It is difficult to control external events if you do not have control internally.
4. Being competitive is an ongoing process, not a single event.

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I believe it is essential to bring together a number of key factors when aiming for optimum performance levels and the simplified formula would be:

**Attitude + Skills + Process (ASP) = Success.**

**Attitude** is fundamental to any achievement because individuals with the right attitude are far more likely to embrace the essential skills and at the same time recognize the control that process brings.

**Skills** are the 'tools of the trade' and have to be developed on an ongoing basis. They also need to be specific, because too much time can be wasted over-burdening employees with inappropriate and irrelevant skills without any identifiable plan for their future requirements. The implementation of any skills development program has to be well thought out and logical in its approach if a proper return on that often-considerable investment is to be achieved.

**Process** brings organization, efficiency and control, both for the individual and for management. Effective process provides objective analysis and indicators that can be benchmarked and accurately measured. Many of the largest corporations around the world have created a position for a V.P. Process role to oversee the implementation of process systems including Information Management and Customer Relationship Management.

There is of course also a need to build in **Knowledge** and that can include knowledge of products, industry, market sectors, competitors, business, etc..

Recognition of the **ASP** formula is only the beginning, and in truth, most organizations merely pay lip service to it, preferring to regard any form of ongoing training as a cost rather than an investment. And yet there is substantial evidence to indicate a direct correlation between continuing education and consistently high achievement, increased job satisfaction, and enhanced levels of motivation and loyalty.

Our commercial functions, including the sales team, represent our forward line. If they are not scoring regularly we cannot possibly achieve our overall commercial objectives - i.e., nothing happens until somebody sells something and all of that investment in costly accounting systems, new office equipment, expensive IT systems, etc. will count for nothing.

As Sir John Harvey-Jones famously said: "Most companies fail not in their attempts to be innovative or creative. In this country most of them fail because they undervalue the importance of professional selling."

A rapidly changing environment is the regular background against which organizations must develop. Change is continuous and will become more rapid as we move forward over time. Senior management must be capable of reacting to those changes and be prepared to take advantage of them and yet stay within the overall framework and agreed strategy.

The role of strategy is fundamental if the people within the organization are to be enabled to make the level of contribution of which they are capable. Strategy, based on a good grasp of the core competencies of a business, is an essential precursor to achieving optimal shareholder value.

***In Summary:***

Dependence on people is key to delivering the latent capability of a business. Our people are the greatest source of competitive advantage we have and that is precisely why we should continue to invest in them

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and fully develop them. This is particularly true now that in most market sectors competitive advantage is continually being eroded, i.e., international barriers are coming down, selling time is becoming limited, competitors are getting smarter, fewer and fewer names are appearing on companies' databases, and product uniqueness is rare. Undeveloped personnel can bring down a company through inadequate performance, leaving the competition to harvest the marketplace.

#### About the Author

Jonathan Farrington is the Managing Partner of [The jfa Group](#). To find out more about the author, read his latest articles or to subscribe to his newsletter for dedicated sales professionals, visit: <http://www.jonathanfarrington.com>. You can also now visit Jonathan's Blog at: <http://www.thejfblogit.co.uk>

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### User Tip

## Lead Coverage Expanded to Include Additional Indications

PharmSource is pleased to announce that the *PharmSource Lead Sheet (PLS)* now includes coverage of drug candidates that are undergoing trials for alternate disease indications. These can be found in the weekly *PLS* issue in a new subsection called *Additional Indications*, which will be found after Phase III products, at the end of the Products in Development category. In weeks when no *Additional Indications* are reported, this field will be suppressed.

Previously, each product was listed in the database only once, showing its most up-to-date status based on the original indication. Now, a product may be listed more than once, but only when it is being tested for one or more additional indications. For example, a product may currently be listed under "Filed" as a treatment for liver cancer, but a Phase III trial for a new indication (i.e., breast cancer) is being initiated. This subsequent Phase III trial would be considered a new potential opportunity, so the product will appear under the *Additional Indications* section with details of this Phase III trial for breast cancer shown in the comment field.

As always, we welcome your suggestions and feedback. Please contact account manager Blythe Moore with your ideas suggestions at (703)383-4903 ext. 112 or [blythe.moore@pharmsource.com](mailto:blythe.moore@pharmsource.com).

### Prospect Profile

## Emergent BioSolutions

**Emergent BioSolutions** is a public pharmaceutical company that develops, manufactures and commercializes immunotherapies. As reported in the July 18, 2010 issue of the *PharmSource Lead Sheet*, Emergent BioSolutions received a \$54.6 million contract from the Office of the Biomedical Advanced Research and Development Authority to develop and obtain regulatory approval for the manufacturing of BioThrax in the company's vaccine manufacturing facility in Lansing, MI. The contract will fund activities related to process validation, assay validation, fill/finish, and if required, nonclinical and clinical studies. In addition, the proceeds will support the planned sBLA of BioThrax.

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### Corporate Highlights

- 2003: Company was incorporated in Delaware.
- The company has 652 total employees: 172 in product development, 310 in manufacturing, 11 in sales and marketing, and 159 are involved in general and administrative activities.
- Corporate Headquarters: Rockville, MD: 23,000 sq. ft.
- Manufacturing operations facilities, office space and lab space: Lansing, MI: 214,000 sq. ft.
- Future manufacturing facilities, office space and lab space (under renovation): Baltimore, MD: 56,000 sq. ft.
- Office and lab space: Gaithersburg, MD: 48,000 sq. ft.; Wokingham, England: 29,000 sq. ft.; Munich, Germany: 16,000 sq. ft.

### Manufacturing Status

- Emergent BioSolutions seeks manufacturing alternatives for Typhella in countries where the company does not have manufacturing capabilities.
- BioThrax is manufactured at the company's site in Lansing, MI, USA.
- The company's preclinical and clinical supplies as well as raw materials are manufactured by CDMOs and third parties.
- Filling for BioThrax is done in Spokane, WA, USA by Hollister-Steir Laboratories LLC.
- Plasma fractionation and purification and contract filling for its anthrax immune globulin is performed by Talecris Biotherapeutics in Melville, NY, USA and Clayton, NC, USA.
- Third parties will be utilized for commercial supplies, such as fermentation of vaccine candidates.

### Business Relationships

- Preclinical and clinical trials are conducted by CROs.

### Sourcing Opportunities

- Manufacturing
- Preparing regulatory submissions
- Clinical trials

### Pipeline

Product Candidate	Indication	Dosage Form	Status	Next Anticipated Step
Anthrax monoclonal antibody therapeutic	Anthrax	Parenteral	Preclinical	File IND in 2010
Chlamydia vaccine	Chlamydia	Parenteral	Preclinical	TBA
Universal flu vaccine	Flu	TBA	Preclinical	TBA
Recombinant anthrax vaccine	Anthrax	TBA	Phase II	TBA
Tuberculosis vaccine	Tuberculosis	Parenteral	Phase II	Complete Phase II in 2012
Typhella	Typhoid	Oral	Phase II	TBA
Anthrax IG Therapeutic	Anthrax	Parenteral	Phase III	TBA

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## Finances

(In \$ thousands)	2008	2009
Revenues	178,554	234,786
R&D Expenditures	59,470	74,588
Selling, General & Administrative Expenditures	55,076	73,786
Total Operating Expenses	148,627	194,636
Capital Expenditures	124,656	131,834

## Contact Information

### Emergent BioSolutions

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Web: [www.emergentbiosolutions.com](http://www.emergentbiosolutions.com)

### Key Officers

Fuad El-Hibri, CEO

Daniel J. Abdun-Nabi, President & COO

W. James Jackson, PhD, SVP & CSO

Kyle W. Keese, SVP, Manufacturing Operations

Denise Landry, SVP, Quality & Regulatory Affairs

## 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. 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 August, 31 2010 and  
Get 10% off!\***

\* 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).

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