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Sent: 8/7/2003 2:38:41 PM  
To: +SEROQUEL GLOBAL BRAND TEAM; +Seroquel Global Product Team; Wilson, Ellis; Schwartz, Jack A; Tugend, Georgia L  
CC: Ghavamzadeh, Lili; O'Malley, Michael; Altman, Charles; Macfadden, Wayne  
Subject: IIT benchmarking report

Dear all,  
please find attached the final report from an IIT benchmarking study the GIRT team commissioned earlier this year.

A series of interviews were carried out with internal AZ staff who were known to have worked for competitor companies before as well as a number of KOL investigators from the UK, Italy, Germany and Spain.

The objective of the study was primarily to find out as much as we could about how, where and why our competitors invest in IITs. While not ascertaining any specific figures regarding levels of investment in IITs a large number of interesting findings emerged that will help us shape our future direction with the IIT program as well as providing compelling messages to MC senior management to drive investment in local IIT activities.

Key messages emerging from the report:

- Lilly run a large and highly effective IIT program
- Significantly higher (x3 in some markets) investment than AZ
- They are perceived as open and flexible to receiving proposals but will often impose strict design changes before approval
- They impose few restrictions on the investigator once design changes are communicated and agreed
- They are fast and effective in turning studies around centrally and locally
- They offer significant financial support but want control of the data in return
- They are able to spin the same data in many different ways through an effective publications team
- Negative data usually remains well hidden
- Janssen have a well organised IIT plan
- Significant spend in some markets but variable in others
- Well structured, protocol-driven program that turns proposals around quickly through a very small approval team
- Local investment decisions are allowed on small IIT's
- No IIT data is allowed to be published without going through Janssen for approval, and communication is controlled by Janssen
- High expectations are set on investigators who publish favorable results but they are well rewarded for their involvement
- They seem less concerned than Lilly about negative data reaching the public domain
- BMS IIT program is growing very fast in launched markets



- Quick turnaround of study proposals
  - Most proposals are modified by BMS
  - Strategic focus is in unlicensed indications
  - All study work is run through BMS teams
  - Written contracts and expectations for delivery are in place for every study
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- Pfizer have limited IIT programs in place and have not made significant investments in this area

Recommendations from the report for AstraZeneca

- Significant increases in \$'s and resources required globally but especially locally if we want to compete with Lilly
- Brand advocacy is a major payback for Lilly from high investment in IITs
- Publications must be more involved in the IIT program
- Publications should also be more creative spinning the data, aka Lilly
- Publication plans should be set up with investigators at start of study
- Offer further support (e.g. stats) through the publications leader
- IITs should remain small and simple wherever possible
- Clear definition and communication of global IIT strategy is required
- Study proposals must be turned around faster
- IIT target lists should be created
- Don't impose beaurocracy on investigators but negotiate tougher contracts
- Consider IIT ad boards to review and develop strategic IIT plans
- AZ commercial physicians should spend more time visiting and supporting investigators
- Make sure the outputs and successes of the IIT program are promoted widely within the company

Clearly some of the above recommendations are already being actioned. However the report has highlighted some fundamental changes that should be considered as well as the wider need for significantly more investment if we are to maximise the opportunity that the IIT program continues to offer the brand.

If you have any questions about the report or would like to talk further please don't hesitate to give me a call.

Regards,

Simon

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