

News Flash



Ferring Pharmaceuticals

How Well Are We Positioned in This Crisis?

Ferring Pharmaceuticals is a global biopharmaceutical company headquartered in Switzerland with a product focus on fertility, gastroenterology, and urology.

In the current crisis, changes are emerging in Ferring's market environment which hold risks and opportunities and require the company to evaluate direction and strategy thoroughly. Managed by the central strategy department and moderated and advised by Metaplan, representatives from various subsidiaries in Europe, the USA, and Asia met to think about how the pharmaceutical industry in general, and Ferring specifically, will be affected by the economic crunch, and how Ferring could get a competitive advantage out of this turmoil.

First, questions and topics had to be substantiated and specified. How will the crisis affect the fertility business, 50% of which is privately funded? What kind of changes and consolidations will take place with pharmaceutical wholesalers and distributors? What consequences will plans of the new U.S. administration for compulsory insurance have? What opportunities will cash-hungry start-ups offer? The questions go on and on. All of these questions are


highly complex and contain variables with numerous unknowns. Some of them are closely linked, others are just standing side by side; partly their relevance for Ferring's business is obvious and in other cases the connection is not as apparent. Guaranteeing open reflection, while at the same time channeling fruitless discussions and asking in-depth questions where useful, demanded the Metaplanners' complete skill set. An additional challenge was that although the majority of the participants spoke fluent English, they were not native speakers.

The Metaplanners ensured not only a clean structure of the content, but also that for further procedures different activity levels were differentiated and were strictly handled separately. It is imperative that some problems are acted on immediately, for others still more information has to be gathered, and for many questions further developments just have to be closely watched to be able to react quickly, should the environment change. In this Metaplan-led process, not only opportunities and risks of the crisis were reflected successfully, but concrete agreements were also made.

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Dear Reader,

Welcome to the first edition of the Metaplan Pharma News  Flash!

Here, our focus is your focus: the pharmaceutical industry. Our intention is to keep you up to date with related news and developments as we see them. We will also give you an idea of what is going on with us, by presenting highlights and insights from our work and projects. We will comment on current topics and provide practical tips on how to handle challenges you may face, all in an effort to make this newsletter a valuable and useful source of information.

However, in good Metaplan-fashion, we do not want to simply get out information; we would like to create a dialogue and bring in differing opinions. In that sense, we very much welcome your feedback—whether suggestions, comments, or flashes! By the way, you can learn more about Metaplan's "flash" in the glossary section of this newsletter.

We hope you enjoy the read!

Gruss,

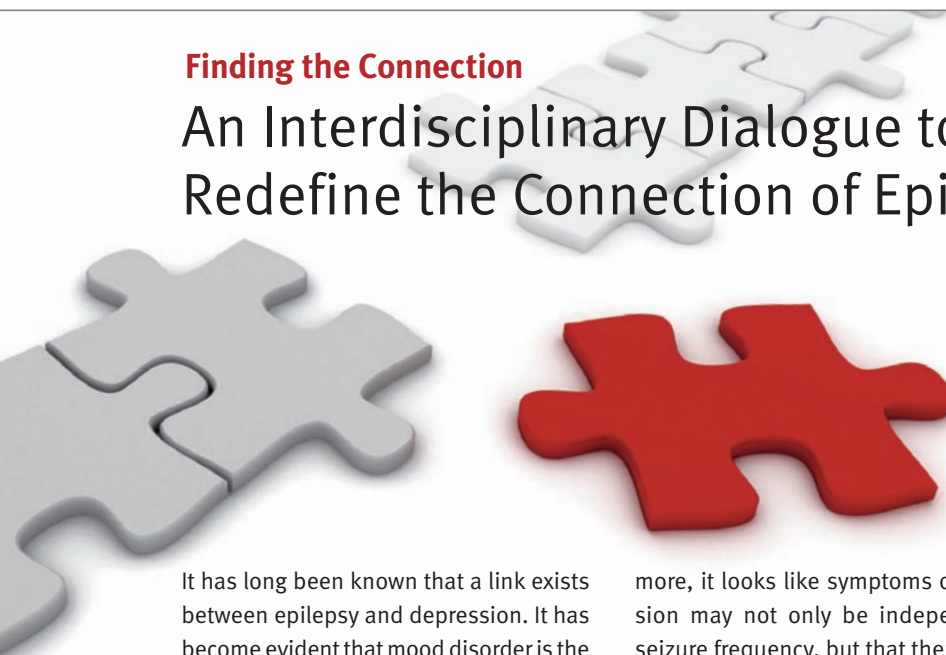
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Finding the Connection

An Interdisciplinary Dialogue to Explore and Redefine the Connection of Epilepsy and Depression



It has long been known that a link exists between epilepsy and depression. It has become evident that mood disorder is the most common psychiatric comorbidity in patients with epilepsy, to a point where their depressed mood is seen as a normal reaction to living with epilepsy. Yet, more and more studies suggest that depression is not just a “reactive process” in which patients with a higher rate of seizures are expected to experience more frequent symptoms of depression. As a matter of fact, achieving a seizure-free state does not necessarily prevent patients from developing mood disorders. More and

more, it looks like symptoms of depression may not only be independent of seizure frequency, but that there may be a common underlying brain dysfunction that links epilepsy with mood disorders.

In order to gain a better understanding of this link, Metaplan—in conjunction with the scientific affairs department of one of the leading pharmaceutical companies in neurology and psychiatry—created an exploratory advisory board. What made this advisory panel special was its interdisciplinary approach that created dialogue between key opinion leaders in both neurology and psychiatry. Such dia-

logue made it possible to further explore the bidirectional nature of the two conditions. The dialogue enabled the participants to redefine and reprofile the specific mood that can be observed in epilepsy and it opened future research paths regarding patients with depression-developing epilepsy. Although the common root cause is not known, this has already presented a first step toward a new paradigm in treating and managing these patients.

By that, Metaplan helped the client get to their desired outcome: a better understanding of the complexity of the topic for ongoing and future trial designs by developing more clearly defined patient types as well as precise research questions. Lastly, thanks also to overwhelming internal participation and interest, the advisory board and the engaged dialogue demonstrated just how important the topic is and will be in the future.

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News from Metaplan

Going Virtual – Now Offering Online Facilitation

In an effort to bring the interactive and engaging atmosphere experienced in our live sessions to the Web, Metaplan is proud to announce our new virtual facilitation capabilities. The format, a combination of phone and Web conference, allows groups to remotely discuss topics logging in from their computers. Metaplan maps the dialogue by capturing participants’ comments on virtual “cards” and electronic “boards,” all the while sticking to the three building blocks of the Metaplan process—visualization, composition, and structure—ensuring that participants are engaged and remain engaged throughout the virtual session.

This effective tool can be used in various situations such as, for example, to get quick feedback from KOLs, for regular update conference-calls enhancing communication with cross-functional and/or global teams, or for concept testing within the PhRMA guidelines.

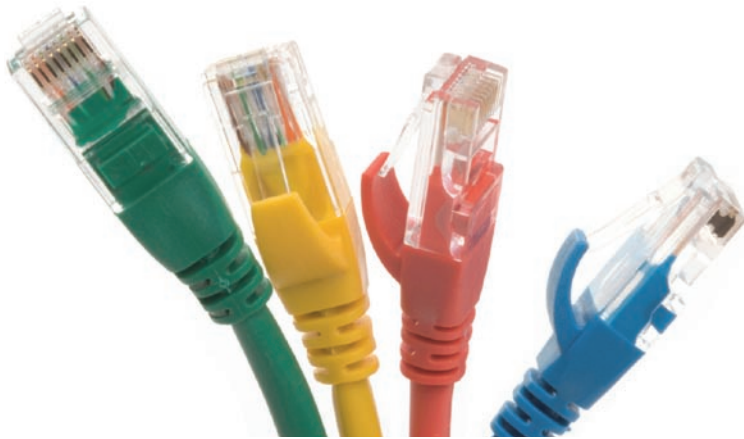
Metaplan’s virtual facilitation addresses many of the budgetary and travel restrictions that exist within organizations today, while still making it possible to produce meaningful dialogue, shared understanding, valuable insights, and clear action steps.

For further information please visit us at www.metaplan.com



The Right Bandwidth

How to ... Make the Most of Your Web Conference



With increasing budgetary and scheduling challenges, more and more groups are turning to the Web to conduct meetings. This shift to a virtual environment makes it more important than ever to make these interactions as efficient as possible.

Overcoming the tendency to “tune in and drop out” starts with the hosts’ sense of importance; let your participants know that you need them to be engaged and that their time and input is valuable.

Keeping pace is an imperative that is often overlooked; long pauses or down time pose a perfect excuse for participants to begin to stray. Organizing breaks on longer calls by utilizing a countdown timer visible to all meeting attendees helps to create a sense of finality in terms of resuming the meeting, encouraging participants to stay focused on the tasks at hand.

Further encouraging that focus, visualization helps to foster engagement when conducting meetings online. When participants can actually see their comments and contributions in a virtual session, it helps to ground the group, binding them not only to the topics, but also to other group members.

Incorporating these simple ideas into your next phone/Web conference ensures that the time spent online has maximum input with minimal waste.

In addition, there are some simple things participants can do to help improve the session from their end:

- Prepare for the meeting by reviewing all provided materials.
- Log on 5 minutes before the call to make sure everything has time to load.
- Minimize background noise: mute your phone or call from a quiet location; also turn off cell phones, PDAs, and similar devices.
- Participate actively and avoid multitasking, i.e., no checking your email during the session.
- State your name when you speak.
- Conforming to these rules sets precedence amongst team members that the time spent in a virtual meeting is as valuable as if the meeting were held live.

Looking toward the future, it is certain that the role of virtual sessions will take more of a key position for groups needing quick, efficient input or consensus.

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Pharma News

Roche Genentech Merger

Over the years Roche has continued to invest in Genentech, which has helped to focus on innovation and long term development, leading to some of the most important breakthroughs in the treatment of cancer and other life-threatening diseases. This past July, that stake has increased as Roche has acquired all outstanding shares to reflect a full buy-out of the biotechnology company and has worked to integrate the two bi-coastal teams. This new arrangement will help to facilitate operational efficiency as well as enhanced innovation; in addition it will create an independent research and early development center in Genentech’s South San Francisco location.

Allergan exploring further use for Lumigan/Latisse

This August, Irvine/California based Allergan Inc has begun exploring further uses for the Glaucoma treatment Lumigan. The last breakthrough came in the form of Latisse for the lengthening of eyelashes. The company now explores the potential usage to treat hair loss. Allergan is working „as quickly as we can“ to get a formulation together, get pre-clinical work done, and then go into clinic trials to gather information for a Food and Drug Administration supplemental new drug application, according to Scott Whitcup, the Executive Vice President of R&D.

Waning Pharma Support of CME

With the economic turmoil and tightening restrictions for the interaction between industry and teaching institutions the world of CME could be facing a grim future. The declining industry support of CME comes at a time when many are questioning the integrity of these programs. Many physician communities view CME in a contemptuous light because they feel that industry uses these opportunities to conceal payments to physicians that would otherwise be disclosed by transparency rules at hospitals and medical schools. Many members of the industry are refocusing their attention elsewhere, exploring new means to interact with physicians while working within strict budgetary limitations.

Learn to Build Shared Understanding

Metaplan-Training: Now Offered in the US

For over 30 years Metaplan has been moderating and facilitating meetings, workshops, and conferences for multi-national organizations. Our methodology and techniques, which have changed only slightly over the years, allow for more than just basic moderation.

In our sessions we structure dialogue and create transparency on complex issues in order to reach shared understanding. We move processes forward, especially where heterogeneous groups – e.g., different levels and functions – are involved.

In today's matrix-structured organizations it is crucial to work towards shared understanding and shared commitment. Those who guide processes can no longer remain neutral facilitators but have to lead and move thinking- and decision-making processes forward.

Metaplan Princeton is now offering training seminars to those interested in improving the quality of their meetings by using interactive approaches. These seminars target topics such as:

- how to align and develop initiatives,
- how to create quick and sufficient brainstorm sessions,
- how to appropriately intervene when experiencing an impasse within a group,



- how to build shared understanding that generates action within groups to achieve organizational objectives, and
- how to work in cross-functional environments where authority may not be clearly defined or may not exist, yet objectives must be met.

Training programs are open to all who are interested and can be customized to specific company needs. Each session will have a minimum of 6, but not more than 12 participants. In order to get the most out of the program, we recommend that trainees begin with the base training 'Prepare and Lead Meetings Successfully' before enrolling in other programs.

US-Training Dates 2009

November 16 – 17	Princeton, NJ	Prepare and Lead Meetings Successfully
November 18 – 19	Princeton, NJ	Develop Strategies and Processes for Effective Workshops
December 2 – 3	Princeton, NJ	Lateral Leading – Leading with limited hierarchical authority
December 7 – 8	Bridgewater, NJ	Prepare and Lead Meetings Successfully
December 9 – 10	Bridgewater, NJ	Develop Strategies and Processes for Effective Workshops

For additional training dates, online registration, and further information please email us at trainings@metaplan.com or visit us online at www.metaplan.com.

Metaplan Glossary



Flash

Metaplan moderators use a flash(-mark) to visually indicate disagreement with or a question regarding a certain statement. Metaplan's approach via flash-marks is a way of engaging participants to reflect deeper in discussions by questioning contributions and thoughts. The flash approach depersonalizes the process of challenging an argument and brings into focus the content rather than the person. That, in turn, stimulates further thought, discussion, and potential flashes, which is remarkable, as in a consensus-driven culture it is usually challenging to motivate for conflicting or differing contributions.

Flash-Topic

PhRMA Guidelines

2009 brought a change to the set of the pharma industry's "Code on Interactions with Healthcare Professionals." Some companies welcomed the change because it allows for a targeted strategy, others because it presents an opportunity to find innovative ways to deliver PhRMA code-compliant merchandise to doctors.

What are your experiences so far? Tell us the good and the bad—send us an email with your comments:

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