

---

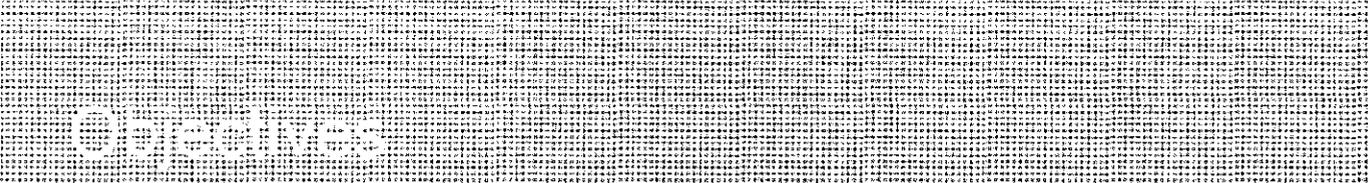
Zyprexa Product Team Off-site  
July 25, 2001

---

*Lilly*

Answers That Matter.

---



## **Agenda Item**

### **Morning**

Review Brand Architecture

Develop vision, value drivers, CSFs for Product Team

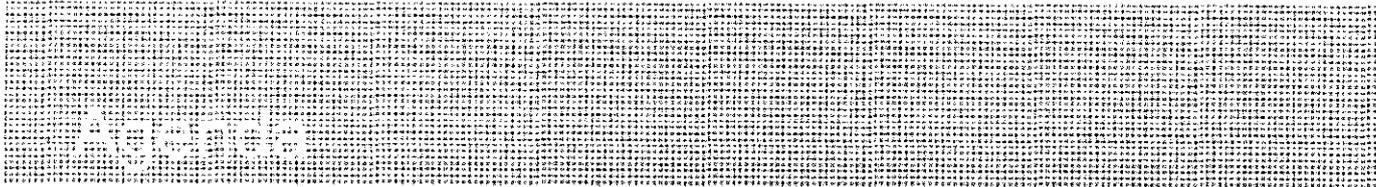
Begin identifying the culture required to achieve our vision

Discuss next steps

### **Afternoon**

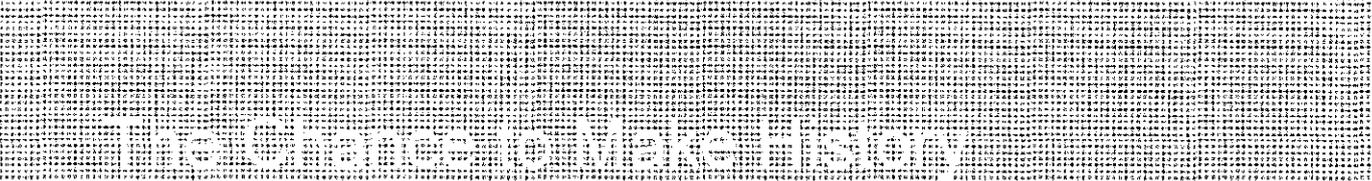
"Challenge Team" review with Working Team

Kick-off Next Steps



- 8-8:30            Opening, Review of Brand Architecture and Implications
- 9-11             Vision, Value Drivers and CSFs
- 11:00-11:30    Culture Discussion (from-to)
- 11:30-12        Next Steps
- 12-1             Lunch
- 1-3:30          Review with Working Team
- 3:30-5          Kick-off Next Steps





Olanzapine: the **first** team to dramatically speed time to registration ... making history and setting the new Lilly **registration standard**

Zyprexa: the **first** team to achieve excellence in global product uptake ... making history and setting the new pharma industry **launch standard**

Zyprexa: the **first** team with the **opportunity** to set the all industry **commercialization standard** for the most successful pharma brand in history



*The company is betting the farm on Zyprexa ... the ability of Eli Lilly to remain independent and emerge as the fastest growing pharma company of the decade depends solely on our ability to achieve world class commercialization of Zyprexa*

If we succeed, Zyprexa will be the most successful pharmaceutical product ever ... we will have made history

Vision and/or "burning platform" for team change  
.... In order to engage team members in the need  
for continued improvement

Clarity of what we mean by "world class  
commercialization" and what this will take

World-class integration of medical/marketing in  
strategy and operation

Integrated strategy-driven team decisions for  
aligned impact

What is change in the product team work?

- Zyprexa launch focus → Brand focus
- are there gaps?
- how well do work priorities match strategy?

Is there non-focus work?

Are we clear on roles?

- product team v Brand teams in 'top 10'
- product team v non-top 10 countries

How well do we do the work? (GMAP, other)



What has changed?

What has stayed the same?

What are some early thoughts on what this mean's for the work that we do today?





## Defining success...

Who are our customers?

What would success look like to our external customers?

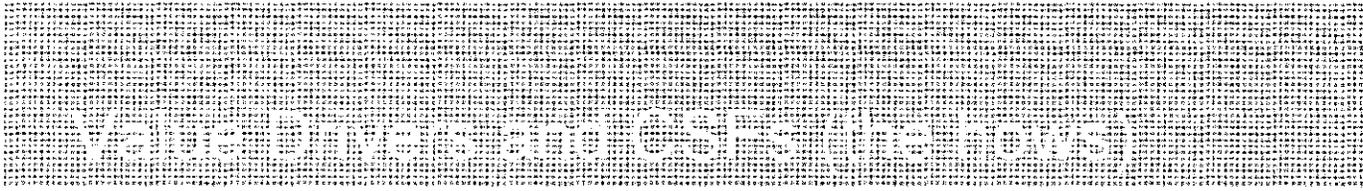
What would success look like to our internal partners?

How would our competition describe us?

How would we be distinguished from our competitors in the eyes of our customers?

What would our competitive advantage be? How would we build and sustain it?





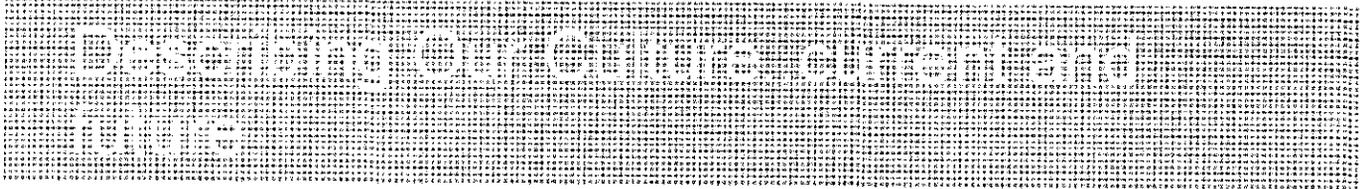
## Value Drivers

What are the top key levers which will enable *us* to achieve this vision?

## Critical Success Factors

What must we achieve with each of these levers in order to achieve this vision





***illustrative***

**FROM**

Beauracratc and slow

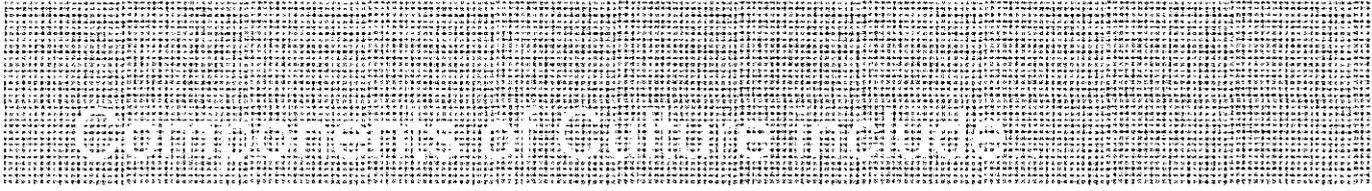
Consensus-driven

**TO**

To flexible and fast

Single point of accountability





Leadership and management behaviors

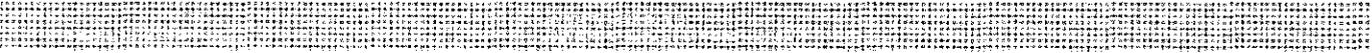
"Unwritten" rules

Established processes

Reward and recognition processes

Communication processes, frequency, style, etc.

Other???



Agree on objectives for this afternoon's "challenge team" review

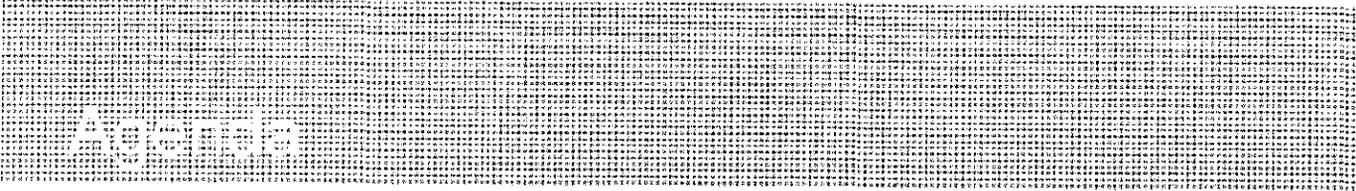
Discuss overall next steps

Objectives

Scope

Timing

Roles and responsibilities



- 1-2:30      Review of Vision, Value Drivers and CSFs
- 2:30-3      Discuss/finalize next steps



[REDACTED]

[REDACTED]

[REDACTED]

What

Who

When

[REDACTED]

**Decision Makers**

Team Sponsor: Alan Breier

Team Leaders: Vin Rampey, Denice Torres

Medical: Mauricio Tohen

Project Mgr and Communications:  
Jennifer Beaulieu

Medical: Patrizia Cavazzoni, John Krueger

GMAP incorporation: Bill Hess

Marketing: John Bamforth, Tim Parshall

Scientific Communications: Jeff Ramsey

Marketing: Tim Parshall

Market Research: Ralph Robinson

**Support**

Process Owner: Karl Lyon

Process Consultant/US Integration: Mel Halkyard

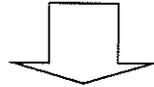
Observers:

GMAP: Gayle Crick

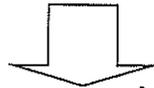
GMSO: Chad McBride

Product Overview, Market Positioning  
Brand Architecture

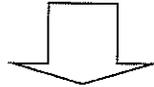
Brand Architecture delivered positioning



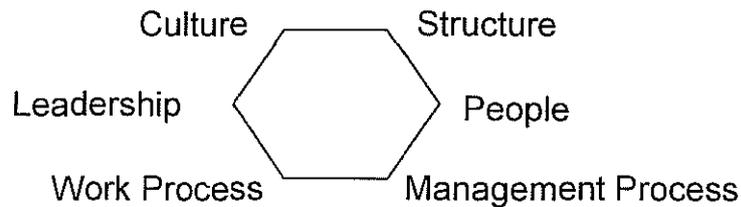
Create vision, value drivers and objectives for the product team to realize this new positioning



Identify capabilities required to reach this vision



Design organization required to build these capabilities



Identification of short and long-term priorities  
Key Value Drivers  
Required meeting structure  
Communication processes with affiliates and within PT  
PR process  
Thought Leader Development Process  
Best Practice ID and sharing  
Issues Management Process  
Review and tracking of key metrics  
Marketing Planning Process  
Competitive Info Collection, Analysis and Dissemination  
Clearly defined roles and responsibilities  
Process for budgeting and buy-up submissions  
Coordination with the US  
Team Building  
New Marketing orientation  
CT strategy, integration and management  
Regulatory and label reviews  
Product formulation and innovation processes  
Process for reviewing promotional items  
Pricing strategy process  
Supply chain and production management  
Congress and GMC management  
Scientific communications strategy and management process  
Publication strategy and execution  
CT prioritization  
Registration process for top 10 affiliates  
Team governance structure  
Integration of brand and molecule strategies

[Redacted content]

Draft to be determined by working team

[Redacted content]



<b>Phase I: Brand Architecture</b>		<b>Completed</b>
<b>Phase II: Celebration/Kick off of POD</b>		<b>July 24</b>
<b>Working Team Kick-off Meeting</b>	<b>4 hours</b>	<b>July 25</b>
Develop Charter and Operating Principles		
Review Vision, objectives/Value Drivers		
<b>Phase III: Working Team Meeting</b>	<b>2 days</b>	<b>August 16, 17 (tbd)</b>
Identify/classify/assess capabilities required to achieve position		
<b>Validation of vision/value drivers/strategies/capabilities</b>		<b>August 17-September 17</b>
<b>GMAP findings</b>	<b>1 day</b>	<b>August 24</b>
<b>Phase IV: Working Team Meeting</b>	<b>2 days</b>	<b>September 16, 17</b>
Review/finalize capabilities		
Prioritize capability gaps		
Develop organizational design criteria		
Determine organizational structure option and micro design elements		
Develop Change Agenda		
<b>IMPLEMENTATION</b>		<b>October 1</b>





What are our boundaries?

How will we make decisions?

How will we operate when team members are absent?

How/when will we seek approval?

How do we want to communicate with the stakeholders?

