Zyprexa Product Team Off-site
July 25, 2001

Lilly
Answers That Matter.
Objectives

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
Agenda

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
The Chance to Make History

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
Leadership Wish List

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
Optimizing Our Work

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)
Implications of Brand Architecture

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?
Visioning (the whats)

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 and CSFs (the hows)

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
Beauracratic and slow
Consensus-driven

TO
To flexible and fast
Single point of accountability
Components of Culture include...

Leadership and management behaviors
"Unwritten" rules
Established processes
Reward and recognition processes
Communication processes, frequency, style, etc.
Other???
Next Steps

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

Discuss overall next steps

Objectives
Scope
Timing
Roles and responsibilities
Agenda

1-2:30  Review of Vision, Value Drivers and CSFs

2:30-3  Discuss/finalize next steps
Back-up Slides
Value Driver Team Formation

What

Who

When
Design Team

**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
Process Overview...it's all about building capabilities...

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

- Culture
- Structure
- Leadership
- People
- Work Process
- Management Process
Expected Deliverables to include...

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
Team Charter

Draft to be determined by working team
# POD Timeline and Milestones

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

|  | October 1 |
Our Operating Principles

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?