

Outsourcing Exceeds Expectations

Outsourcing Maximizes Lilly's Cymbalta® Launch

Challenge

In a generic-dominated market, Lilly needed an investment and outsourcing ally with a kindred patient-first mindset to quickly ramp up commercialization of its antidepressant, Cymbalta®.

Solution

Bringing enormous investment and intellectual capital, Quintiles seamlessly integrated with the Lilly culture to develop innovative training teams, best-in-class programs and sustainable incentive structures.

Results

Cymbalta® exceeded all sales forecasts, topping \$3 billion by year 3.

The team operates as a highly integrated additional selling arm, focusing on novel partnerships and transparent communications.

Finding the Right Ally

This study looks at the launch of Cymbalta®, an antidepressant from Eli Lilly and Company. It examines how the scale of some marketing challenges stretches even the most powerful companies and how outsourcing proved decisive. It also illustrates how innovative options can overcome the most perplexing obstacles arising in *the New Health* landscape.

A Passion for the Patient

Improving the quality of patients' lives has always been at the heart of Lilly's ethos. So, when the U.S. pharmaceutical company sought a partner to commercialize its new antidepressant, Cymbalta®, cultural "fit" was as important as progressive thinking.

Cymbalta® faced a crowded market dominated by generics and showing little growth. So the sort of share of voice Lilly needed for the drug to succeed required a daunting level of investment.

In choosing Quintiles over other potential partners — including major pharma brands — Lilly benefited from an initial \$110 million investment in Cymbalta® without compromising its business model.

In Quintiles, Lilly found an ally with a kindred commitment to a best-in-class culture, plus a readiness to innovate in a challenging market.

Brightest and Best

To commercialize Cymbalta®, Lilly outsourced a dedicated primary care team comprising some 500 representatives, 50-plus managers, four regional trainers and, latterly, a national trainer based in-house.

Having assembled the initial team in just eight weeks, Quintiles faced a new challenge — a delay in launch. With the candidate pool already narrowed down to the brightest and best, Lilly's partner carried the cost of managers for almost a year until launch.

In fact, the delay served to reinforce commitment and team spirit. Quintiles went on to build a career-minded unit, using development programs for reps and managers, and an incentive structure deemed best-in-class.

Today, the team operates as a highly integrated additional selling arm of Lilly, focusing on novel partnerships and transparent communications with the aim of improving quality and achieving an ideal call cycle.

Exceeding Forecasts

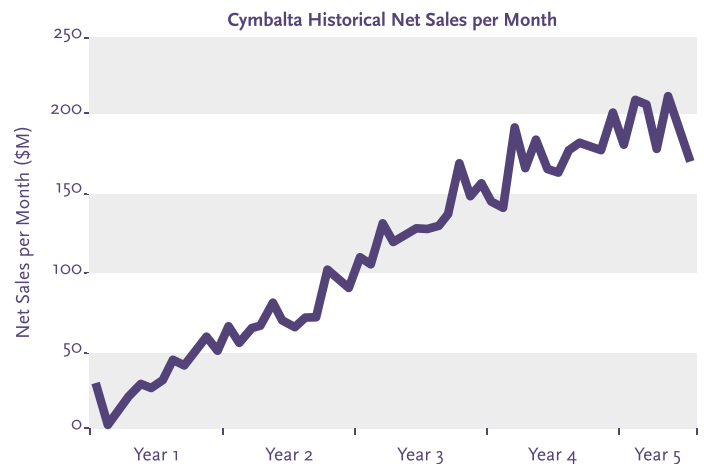
Since its launch, Cymbalta® has been used to treat over one million patients, exceeding sales forecasts in three out of four years.

Cymbalta® milestones include:

- > first product approved for Diabetic Peripheral Neuropathic Pain (DPNP)
- > total sales in excess of \$1 billion by year two
- > second product approved for fibromyalgia
- > total sales in excess of \$3 billion by year three

Within 18 months of launching Cymbalta®, Lilly invited Quintiles to build additional specialist teams to support its diabetes offer. Today, more than ever, Lilly values a partner that is performance driven, flexible in its business model and passionate about the patient.

Rooted in these Quintiles qualities, the successful relationship is set to expand across new platforms in clinical research as well as commercialization in the years ahead.



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Navigating the new health