
From: Nathalie Leitch
Sent: Wednesday, January 27, 2010 9:48 AM
To: James Burt; Terrence Fullem
Subject: RE: urgent
Attachments: NSM Presentation Jan 2010.ppt

Importance: High

James,

Just out of a couple of meetings – sorry for the delay. I'll provide a few comments here and have attached some slides from a recent Kadian sales meeting that will provide some data. Let me know if there is any specific info you would like to see.

Terry – please add your comments (I've intentionally left out details of the dealt terms – if you are comfortable sharing this information, please go ahead).

Canada:

We currently market two branded products in Canada:

- SORIATANE (acitretin) capsules, indicated for the treatment of severe psoriasis
- BEZALIP (bezafibrate), is used to reduce lower cholesterol levels

We market these through a partner, Tribute Pharmaceuticals. Tribute will be implementing a sales and marketing program in 2010 and will be actively promoting the products starting in about April. We are also assessing opportunities to submit for approval and market some of our existing generic portfolio (injectables and SOD products) in the Canadian market.

KADIAN

- Actavis acquired Kadian from King Pharmaceuticals 12/29/2008
- King had acquired Kadian via its purchase of Alpharma; for competitive reasons, federal regulators required King to divest the Kadian assets in order for the acquisition of Alpharma to proceed
- News of Alpharma's sale trickled down to the Kadian sales team starting in about Q3 2008.
- There were approximately 400 reps supporting Kadian at the time of the acquisition; all marketing programs were canceled by Alpharma without notice to physicians or patients at the time of the acquisition
- 2008 gross sales for Kadian were \$264M; Total scripts for the year were 699.6K

We re-launched the key marketing programs following the acquisition, and did some market research to determine managed care coverage versus the category, promotional sensitivity of the brand (very) and the likely impact to sales and scripts of withdrawing field support for the team. At the same time, we analyzed historic script data to identify top prescribers and started to pull together a sales and marketing strategy using a much more targeted approach to the market. Given patents for the product expire in April 2010, our strategy needed to be a greatly rationalized approach versus what Alpharma had done in the past.

Based on the results of the market research, which indicated sales would fall off dramatically without any sales support, and our internal analysis, we made the decision to hire a team of 18 area business managers and 2 regional business directors. Our hiring criteria required that all reps have at least 5 years of experience in the pain therapeutic area and that they be able to manage large territories. Our initial plan was to hire the team directly but to simplify things from an administrative perspective, hired the team through a CSO. We had already identified most of the folks we wanted on board, but ended up hiring them through the CSO. The entire sales team was fully trained and in the field by the end of May. 1,900 high decile targets (decided by TRx) were identified for the team to call on. TRx quotas were set for each territory.

To reach a portion of the lower decile prescribers, we employed a telesales team of 4 starting in April.

This highly targeted approach using a small team of experienced reps with existing relationships delivered \$256M in sales in 2010, down less than 3% versus 2009 results. Even with a 95% reduction in sales force size, scripts were down just 14% on the year. Market research predicted that we would see a 40-50% reduction in TRx. Alpha's marketing budget for Kadian was \$8-\$10M in 2008. Our entire sales team and marketing expenses were ~\$9M.

The US business is currently evaluating additional brand opportunities where we can use a similar approach, i.e. opportunities where we can target a relatively small number of specialists with a highly focused, experienced sales team.

Hope this gives an overview of our brand sales model and of the success we've had with Kadian so far. Again – let me know if you need anything else.

Nathalie Leitch

Director, Specialty Rx Products



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Internal VoIP number t 125 6968

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From: James Burt [mailto:jburt@actavis.com]

Sent: Tuesday, January 26, 2010 8:43 PM

To: Nathalie Leitch

Subject: urgent

Importance: High

Hi Nathalie,

Couple of quick questions to help with a pitch presentation to Celltrion.

Do we have any business either direct or indirect in Canada (retail or Hx)? It's to help with demonstrating global reach

Do you have anything I can read on kadian in terms of sales to date and one liner on deal, sales heads employed, detailing activity. It's part of the demonstration that we have experience with brands as well as generics. Can be vague and I'm aiming for impressive but demonstrable

Thanks

James



James Burt
Global Director
Hospital Business Unit
Actavis Group

6th Floor, Lex House *t* +44 7717 668 882 *@* jburt@actavis.com
17 Connaught Place, London W2 2ES *f* +44 207 298 7500 *w* www.actavis.com

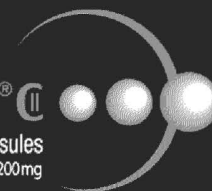
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KADIAN®

National Sales Meeting

January 11th-13th, 2010

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2009

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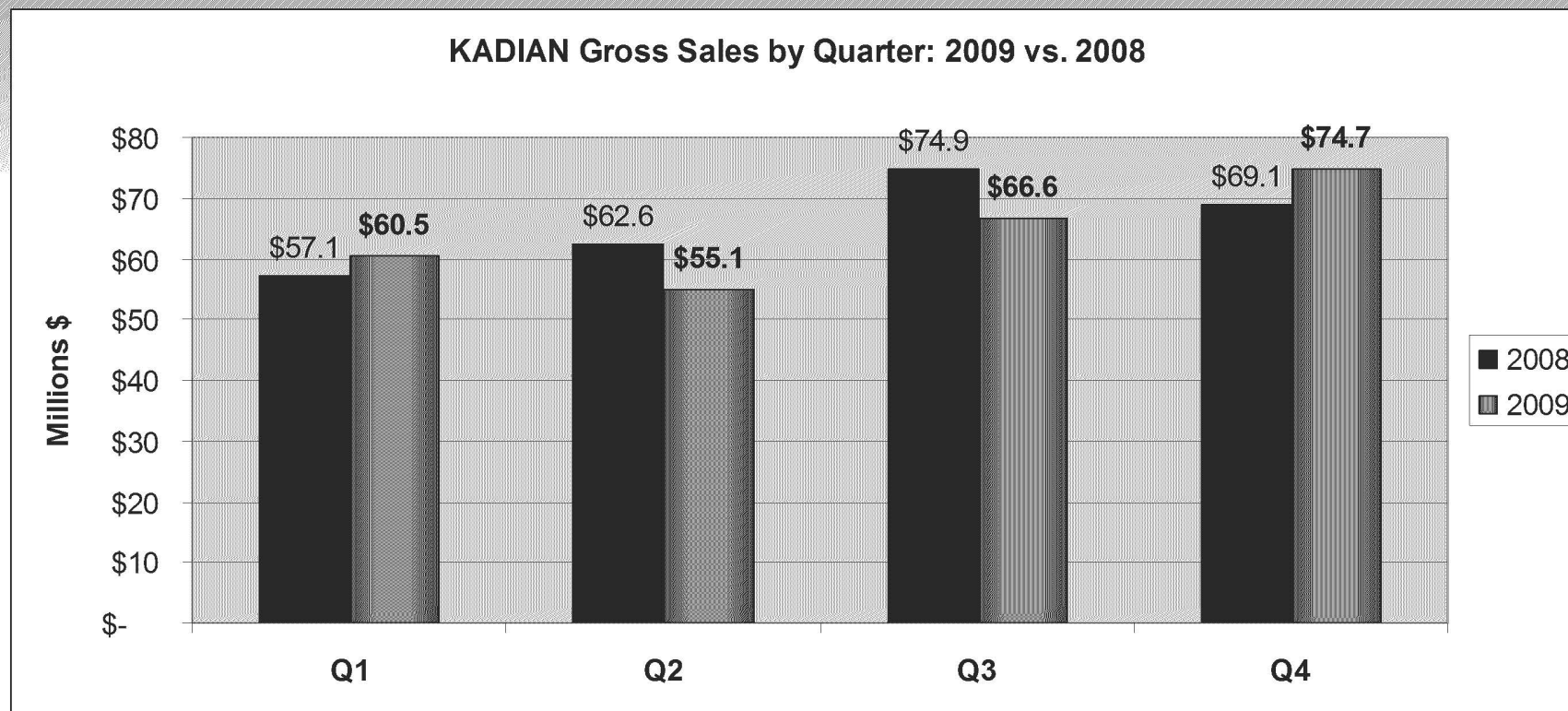
2009 KADIAN® Key Performance Objectives

Metric	2008 Actual	2009 Goals	2009 Results
KADIAN Gross Sales (\$M)	\$263.7	\$240.4	\$256.8
<i>% change vs. 2008</i>		-8.8%	-2.6%
KADIAN TRx Volume (000s)	699.6	600	599-600*
<i>% change vs. 2008</i>		-14%	-14%
TRx Share	3.9%	3.2% +	3.4%*
Market Growth	3.5%	N/A	1.7%*

- Overachieved at the gross sales level
- Attained stretch TRx goal of 600,000 scripts
- * Estimates based on YTD November results



KADIAN® 2009 Sales

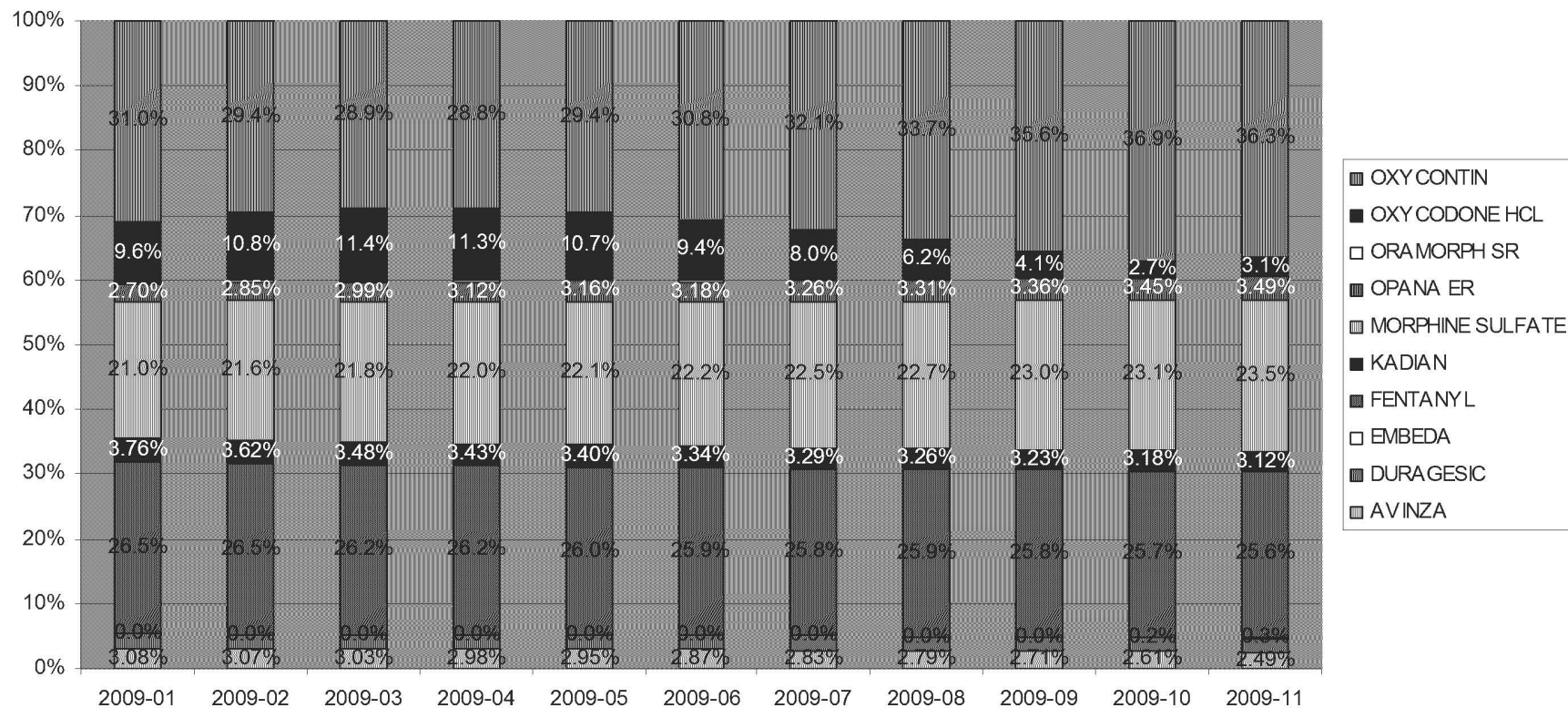


- Overachieved at the gross sales level
- Strong Q4 Performance



2009 LAO Market Share

Share of LAO TRx: Nov 2008-Nov 2009



2009 Shifts

- Opana ER: increased share ~1% in 2009
- Avinza down 0.6%
- KADIAN down 0.6%
- Embeda 0.35% in November



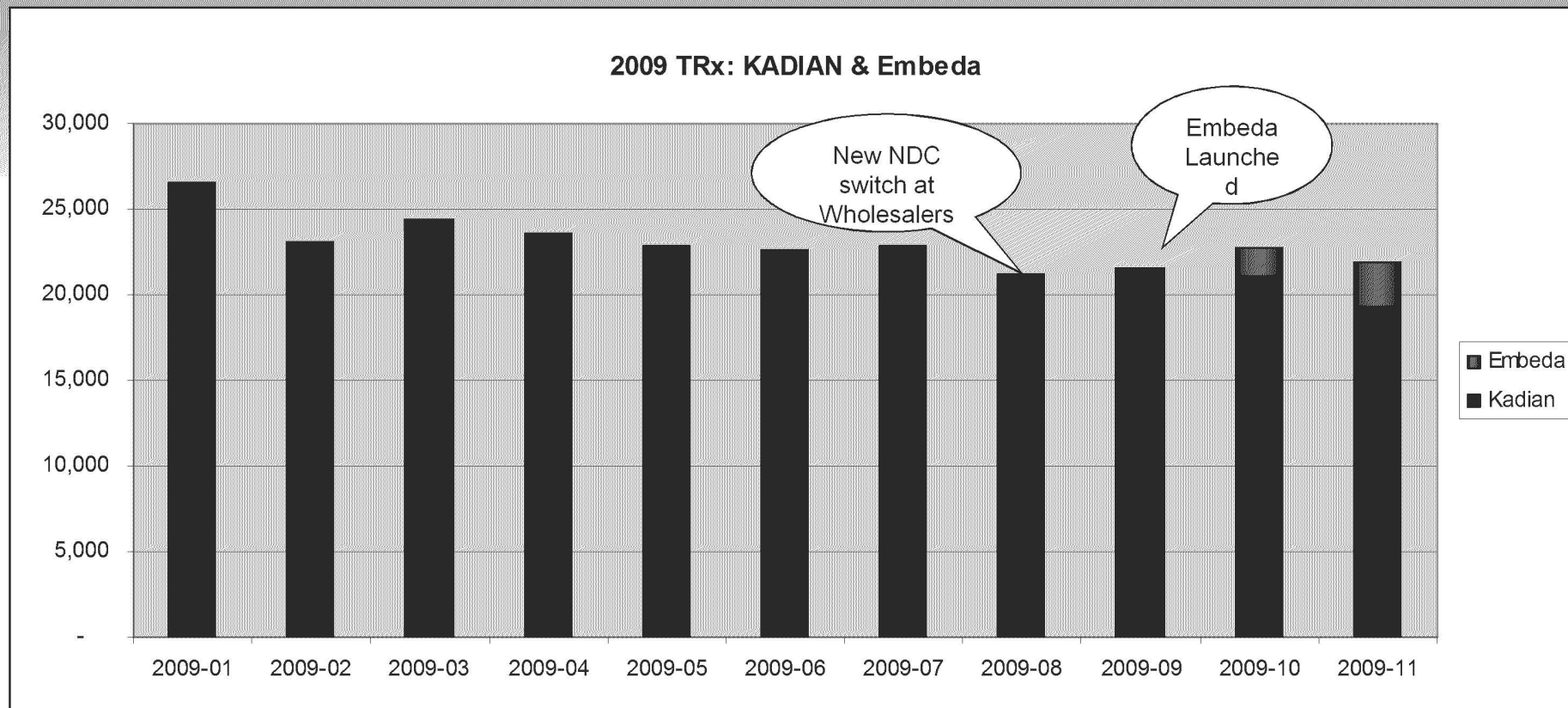
KADIAN® Sales Team Results

Metric	T2 2009 Goal	T2 2009 Actual	T3 2009 Goal	Sep-Nov Actual	T3 2009 Estimate
Gross Sales	\$36.2	\$37.5	\$40.5	\$27.8	
% attainment		103.8%		68.5%	90%-93%
TRx	89,204	89,511	92,631	61,907	
% attainment		100.3%		66.8%	90%-93%

- Outstanding T2 results!
- Factors impacting T3
 - Embeda launch
 - November: LAO TRx -6%, lowest volume since Feb '09
 - NDC change



Factors Impacting T3

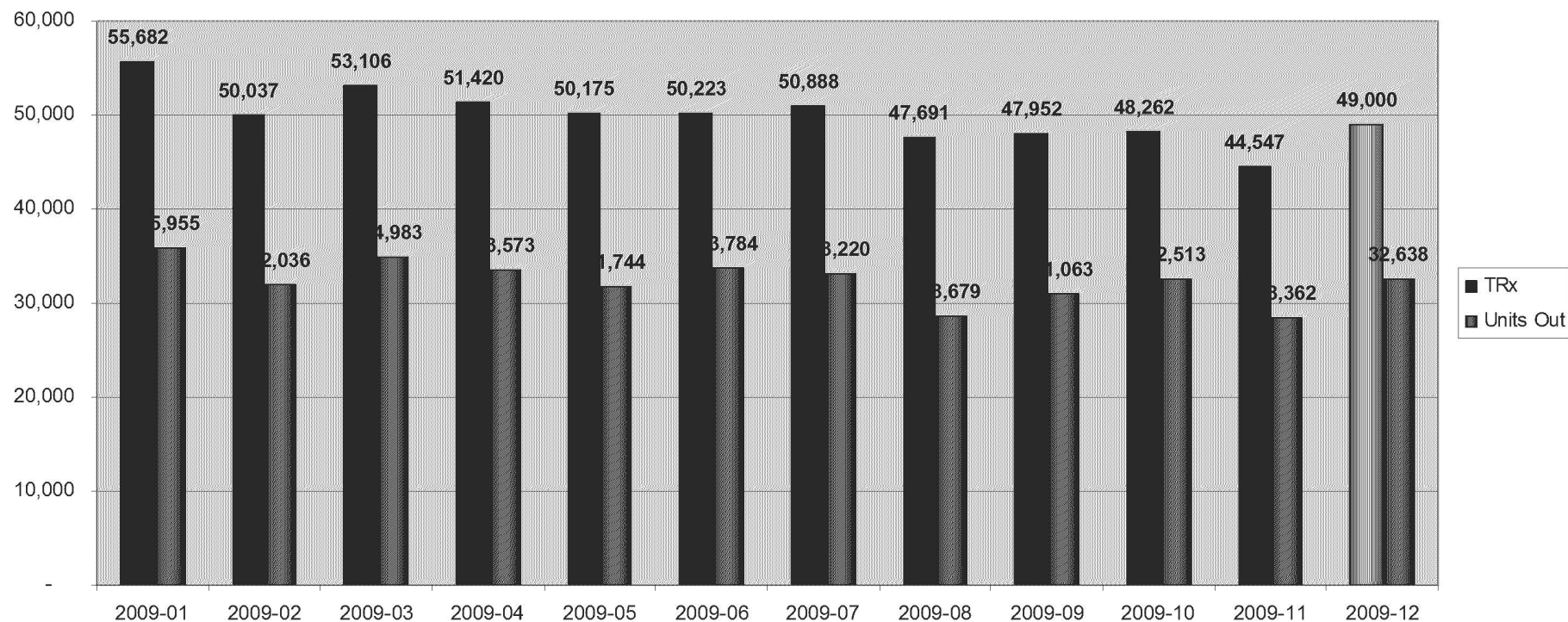


- Stocking issues at wholesalers and retailers as a result of NDC switch
 - Rumors that KADIAN being withdrawn start to circulate
- Embeda launched in September
 - KADIAN targeted
 - >50% of Embeda TRx written by target prescribers



Reasons for Optimism

KADIAN Jan '09-Nov '09 TRx

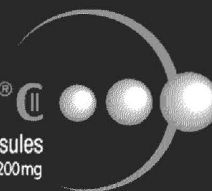


- Trend in units out from wholesalers to retailers tracks closely to TRx
- Strong units out sales in December
 - December TRx estimate: 48,000 – 51,500
- TRx trend in last few months:
 - >200mg, 80mg TRx



2010

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2010 Program Update

- Co-pay Program extended through December 31st, 2010
 - Business rules unchanged
- **Roll-out**
 - Physician letters
 - Targets plus “redeeming” physicians
 - Website content updated
 - Pharmacy communication
 - 32,000 Cardinal pharmacies
 - “Redeeming” pharmacies
 - Additional
 - Customer service team
 - Follow-up call to letter recipients
 - TMS
 - Contact pharmacies in key “redemption” areas



2010 Program Update

- Patient Assistance Program extended into 2010
- TMS Telesales Team
 - TMS continues to do a great job with target prescribers
 - Passion for KADIAN
 - Refine targets to include most productive prescriber segments
- Adheris Patient Adherence Program
 - Improve patient persistence and increase overall length of therapy
- New Sales Aid
 - Focuses on long history of safety
 - Incorporates messaging from alcohol study



2010 Program Update: KADIAN® Speaker Bureau



You are cordially invited to attend a promotional
educational program on advances in pain
management sponsored by:



Program Details:

Morton's The Steakhouse
1234 City Drive
Dallas, TX 75757

On

March 1, 2010 at 6:00 PM

Please click the link below to confirm your attendance.

[<REGISTER>](#)



KADIAN[®] Speaker Bureau Launch Timeline

Action Item	Responsible Party	Date
Begin Slide Deck Updates	Cadent	January 6
Submit Speaker Bureau Execution Plan for Sales Force Meeting	Cadent	January 8
Begin Sourcing Meeting Venues	Cadent	January 8
Submit Formal Invite for Approval	Cadent	January 12
Receive List of Attendees and Approval of Formal Invite	Actavis	January 15
Send Formal Invite to Attendees	Cadent	January 18
Submit 1 st Draft of Updated Slide Deck	Cadent	January 20
Medical/Regulatory/Legal Review of Slide Deck	Actavis	January 21-28
Receive Approved CDA Document	Actavis	January 21
Confirm Venue, Submit CDAs/W9s/Meeting Details to Confirmed Attendees	Cadent	January 25-27
Finalize Attendee Travel	Cadent	January 25-February 25
Begin Booking Programs with Confirmed Attendees	Cadent/Actavis	January 25
Incorporate M/R/L Changes to Slide Deck	Cadent	January 28-February 5
Submit Final Slide Deck for Approval	Cadent	February 5
Receive Final Approval of Slide Deck	Actavis	February 12
Finalize Agenda	Cadent/Actavis	February 26
Formal On-site Slide Review	Cadent/Actavis	March 4
Meeting Convenes	Cadent/Actavis	March 5
Speaker Bureau Launches		March 6

- **Faculty Training:**

- ½ day training session for 1 Chair and 19 attendees in Dallas, TX on Feb. 19th or Mar. 5th

- **Goal:**

- reduce the above timeline by 1-2 weeks
- Programs scheduled for first week of March



KADIAN® Speaker Bureau Next Steps

- Completion of slide deck update
 - Already underway
 - Information from alcohol study incorporated
- Faculty selection
 - Establish selection criteria
 - Knowledge of pain therapeutic area is key; thought leaders generally regarded as most effective faculty members
 - Familiarity with the KADIAN brand
 - Engaging speaker; ability to answer questions
 - Goal: List finalized by Jan 15th (this Friday)
- Sales team training
- Program Execution
 - Live programs
 - Web-based programs



Program Timelines

Development	Responsibility	Timing
Develop program documents	Cadent	2 weeks
Develop program Web site	Cadent	2 weeks
Execution	Responsibility	Timing
Request program on Web site	Rep	5 weeks prior to program
Confirm speaker availability, coordinate speaker travel, develop program documents and e-mail them to rep	Cadent	4 weeks prior to program
Recruit participants	Cadent	4 weeks prior to program
Execute the program	Rep	Day of program
Mail completed program evaluations to Cadent	Rep	1 week after program
Mail completed expense reimbursement form to Cadent	Speaker	1 week after program
Compile and analyze evaluation forms for status report	Cadent	2 weeks after program



Sales Force Analysis: Rationale

- What impact are we having?
 - Did the business grow? By how much? Was it really up or down?
 - Compare “pre” versus “post” time periods
- Are we calling on the right targets?
 - Compare where targets are concentrated versus where performance is improving the most
 - Identify areas of highest relative performance
- Can we identify specific market segments that are performing differently versus others?
 - Segmentation based on prescribing behavior
- Should we change our reach and/or frequency?
 - Fine-tune territory call plans
 - Additional ABMs in the field



Sales Force Analysis: Overview

- Five top-line views of the business were analyzed:
 - Targets versus non-targets
 - Volumes: deciles by 12 month KADIAN TRx volume
 - Share: deciles by 12 month KADIAN TRx market share (vs. Avinza, Opana ER)
 - Specialty: Top 20 specialties by volume
 - Segment: 3 x 3 grid of Volume x Share (9 market segments)
- Key takeaways for this meeting:
 - Use segmentation analysis to focus your target lists, refine your messaging, and maximize territory value
 - Identify keys to success in “top growth” targets and apply to “top drops”



2010 T1 Goals and Priorities

- **KADIAN Speakers Bureau rollout**
 - Review existing speakers list, nominate additional/new speakers
 - Schedule programs
- **Co-pay program 2010**
 - Use the extended term and new cards to generate buzz around the program
- **Leverage the information from the sales force analysis in territory planning**
- **ABM Workshops: Opportunities – Embeda and Opana ER**
- **Quotas**
 - 2009 T3 Performance Measurement
 - Top-line December data available January 18th
 - Prescriber-level data by January 30th; measurement finalized by end of February
 - 2010 Quotas delivered in same timeframe
 - Incentive Compensation plans to be discussed during Region breakouts
- **Continue to build on positive momentum**



Additional Speaker Bureau Information

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Speaker Bureau Program Execution

Rep provides
speakers, dates, and
venue on program
registration site

Cadent confirms
speaker, venue,
and date

Cadent develops
program documents

Rep provides
list to Cadent for
recruitment and then
executes program

Cadent coordinates
speaker travel

Cadent confirms
program by
e-mailing program
documents to rep

On program
date, rep pays for F&B
on site, rep mails
completed evaluations
to Cadent,
speaker mails expense
report to Cadent

Rep provides
post-program administration
(honoraria,
expense reports)

Cadent compiles
and analyzes data
for status report

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Speaker Bureau Execution: Registration Web Site

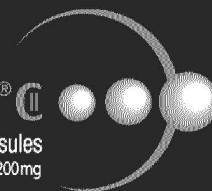
4 Pages

- Representative sign-in
 - Last name and e-mail address
- Representative contact information
- Program request
 - Menu to request dates, times, speakers, AV needs, and locations
- Confirmation

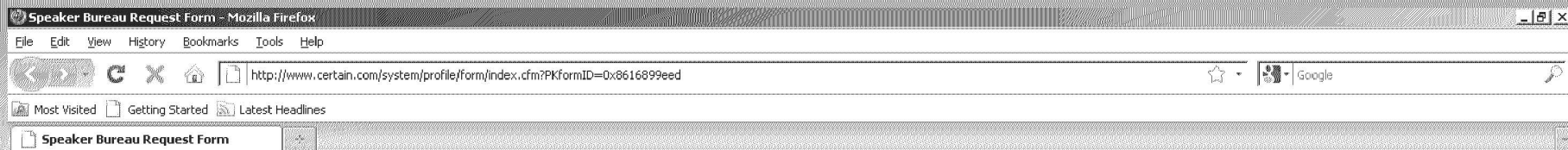
Legal/Regulatory Training

Modem/Internet Skills

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Landing Page



Kadian Speaker Bureau Program

Meeting Request Form

Log In:

Last Name ★

Email Address ★

[Request a Program](#)

NOTE: You have not completed the entire request process until you have received a printable confirmation page and an email confirmation.

[Email for Assistance](#)

Done



Contact Information Page

Speaker Bureau Request Form - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://www.certain.com/system/profile/form/index.cfm

Most Visited Getting Started Latest Headlines

Speaker Bureau Request Form

Please enter the contact information of the person who will be facilitating this program.

★ denotes field is required.

Facilitator/Contact Information

First Name	★	Courtney
Last Name	★	Hayman
Email Address	★	chayman@cadentmed.com
Position	★	Acct. Director
Address	★	1707 Market Place Blvd
Address Line 2		
City	★	Irving
State	★	TX
Zip Code	★	75063
Province/District		
Country	★	United States
Phone Number	★	972-692-2022
Fax Number		
Mobile Number	★	512-644-7764 ext.6

Program Request

1st Request ☒

2nd Request ☐

3rd Request ☐

[Continue](#)

[Email for Assistance](#)

Done



Program Details Page

Speaker Bureau Request Form - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://www.certain.com/system/profile/form/index.cfm

Most Visited Getting Started Latest Headlines

Speaker Bureau Request Form

★ denotes field is required.

Program Request Information

Meeting Location (City, State) ★ New Orleans, LA

Meeting Date ★ 01/21/2010

Meeting Start Time 6:00 PM (e.g., 1:45 PM)

Meeting End Time 9:00 PM (e.g., 1:45 PM)

Restaurant ★ ☐ Cadent Selection
☒ Suggestion: Antoine's

AV Needs ★ ☐ None ☒ Slide Advancer
☒ Screen ☒ Laser Pointer
☒ LCD Projector ☐ TV
☒ Lavalier Microphone w/ Speaker ☐ DVD Player
☒ Laptop w/ Power Point Application ☐ Other:

Speaker ★ ☐ Dr. Steve McQueen ☐ Dr. Cary Grant
☐ Dr. Paul Newman ☒ Dr. Billy Joel

Additional Information: A piano for the piano man.

[Continue](#)
[Email for Assistance](#)

javascript:popup('system/profile/form/contact.cfm?PKformID=0x8616899eed&PKregID=0x134245641befe','contact', 600, 400, 0, 0)

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Confirmation Page

Speaker Bureau Request Form - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://www.certain.com/system/profile/form/index.cfm

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Speaker Bureau Request Form

Verify or Edit Request

- Please confirm that the information below is correct.
- Press the 'EDIT' button to change incorrect information.
- Scroll to the bottom to complete this request.

Meeting Facilitator/Contact Information

First Name	Courtney
Last Name	Hayman
Email Address	chayman@cadentmed.com
Position	Acct. Director
Address	1707 Market Place Blvd
City	Irving
State	TX
Zip Code	75063
Country	United States
Phone Number	972-692-2022
Mobile Number	512-644-7764 ext.6

Program Request Information

Meeting Location	New Orleans, LA
Meeting Date	01/21/2010
Start Time	6:00 PM
End Time	9:00 PM
Restaurant	Antoine's
AV Needs	Slide Advancer Screen Laser Pointer LCD Projector Lavalier Microphone w/ Speaker Laptop w/ Power Point Application

Speaker Dr. Billy Joel

Additional Information A piano for the piano man.

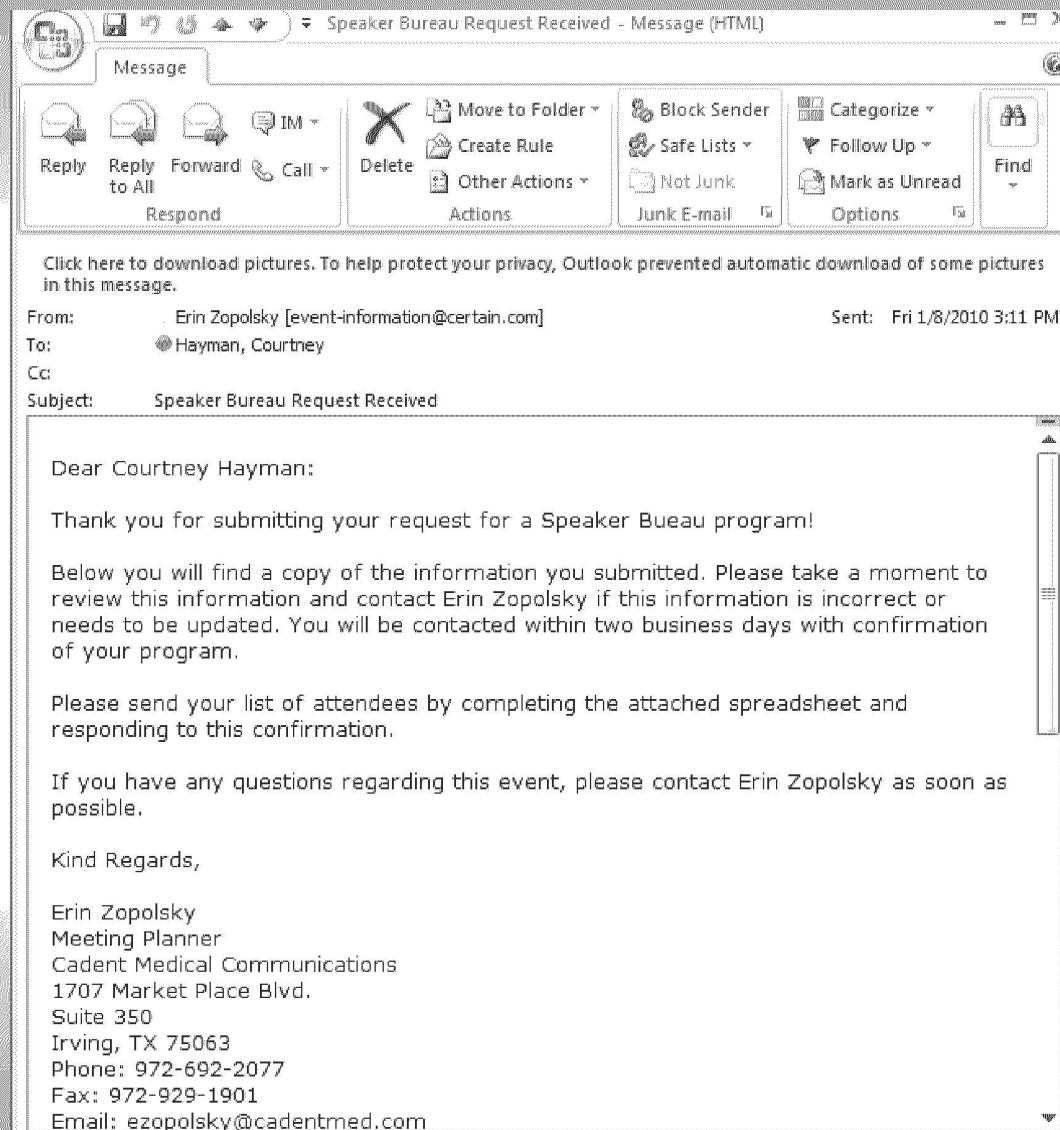
[Complete Request](#)

[Email for Assistance](#)

Done

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Confirmation E-Mail



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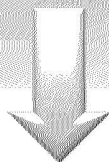
On-site materials

- Sign-in sheet
- Evaluation Form
 - Prepopulated with questions provided by Cadent
- Agenda
- Participant list
- Expense reimbursement form for speaker



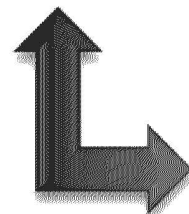
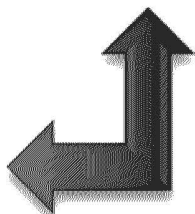
Speaker Bureau Communication Flow: Dedicated Team

Area Business Managers



**Erin Zopolsky
Senior Meeting Planner**

Speaker



Attendees

Kadent Support Team

**Courtney Hayman
Account Director**

**Heather Boos
Travel Coordinator**

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