



## A Framework for Commercial Transformation

Facing daunting hurdles, pharmaceuticals companies are leveraging a combination of efficiencies, effectiveness, agility and innovation to cut costs, increase speed, reduce risk and improve revenue.

### Executive Summary

The pharmaceuticals industry's litany of business challenges is all too familiar: patent expirations and loss of exclusivity and revenues; declining R&D and commercial innovation; continued pricing pressures; regulatory uncertainty; increasing competition, particularly from generic manufacturers (see Figure 1).

What may be less familiar is how pharmaceuticals companies' commercial organizations should correlate each of these challenges to a concrete corporate finance benchmark: revenues, operating costs and capital investment. For example, commercial teams need to wring more revenue out of mature brands and new molecules. That objective is achieved in part by reducing operating costs, shifting investment to support the best opportunities and launching new products faster and more effectively. Simultaneously, steps toward greater efficiency, effectiveness and innovation also help prepare commercial teams for dealing with other major industry shifts, such as marketing to smaller targeted populations.

Yet many commercial models remain entrenched in traditional views of product lifecycles.

That is, potentially profitable niche and late-lifecycle brands and molecules are marginalized, with some brands under- or non-promoted, while too many resources are allocated to old customer engagement and marketing models. Traditional marketing infrastructure also is largely unsuited to the inevitable retooling required to market more individualized products and therapies to new industry players such as accountable care organizations (ACOs).

The results: Lost revenue opportunities, challenging cash flows, greater operating costs and little financial or process flexibility available to support innovation. This indicates a clear need to transform commercial strategies and operations to align with today's realities and improve the top and bottom line while remaining nimble.

To accomplish this transformation, leading pharmaceuticals companies are applying a set of powerful value generation levers – agility, efficiency, effectiveness and innovation – to their commercial operations. The results transform not just commercial operations, but the entire enterprise.

## Industry Business Challenges

<b>Pipeline: Declining Approvals</b>	<ul style="list-style-type: none"> <li>• In 2011 (through September 30), just 31 NME applications were submitted to the FDA for approval.<sup>1</sup></li> <li>• 11% fewer drugs approved between 2006-2011 than in preceding five years. Only five blockbuster launches expected by EOY 2012.</li> </ul>
<b>Generics: Loss of Market Exclusivity</b>	<ul style="list-style-type: none"> <li>• \$95 billion at risk to generic competition in the U.S. by 2014.<sup>2</sup></li> <li>• Spending on generics, which now account for 80% of all dispensed prescriptions, increased \$5.6 billion in 2011; retail prescriptions declined on average 1.1% and fell more than 3% in 10 U.S. states.<sup>3</sup></li> </ul>
<b>Missed Brand Opportunities</b>	<ul style="list-style-type: none"> <li>• Niche market brands being marginalized.</li> <li>• Non-promoted brands common.</li> </ul>
<b>Misaligned Promotional Spend</b>	<ul style="list-style-type: none"> <li>• \$15 billion in ineffective promotional spending.<sup>4</sup></li> <li>• 2011 spending using all classes is \$29.3 million; \$15.7 million is spent on detailing.</li> <li>• Traditional models align with outmoded view of product lifecycle.</li> </ul>

Figure 1

### Empowering Value Creation

Efficiency, effectiveness, innovation and agility all create value by reducing operating costs, increasing cash flows and improving revenue, while minimizing risk and capital investment. Mapping brands, business practices and challenges to these value-creation levers helps commercial operations identify where their key value-generation opportunities exist (see Figure 2).

- **Reducing costs** is typically the first lever applied to the core commercial processes. By identifying and addressing inefficient spend in terms of labor, technology and process, companies can free funds to reinvest in other aspects of their operations where they can derive incremental commercial value.
- **Increasing effectiveness (speed)** is generally the second value driver deployed by commercial teams. By establishing clear and transparent performance metrics and improvement goals, companies create a culture of continuous improvement. Strong collaboration between employees and their business partners results in improved quality, reduced cycle time and optimized spend.
- **Reduced risk with improved agility** is achieved through virtualization. Virtualization

disaggregates the end-to-end value chains performed by a single company into a networked collaboration, in which each collaborator contributes its core specialties. The most common approach today is referred to as business process as a service, or BPaaS. Virtualization reduces capital expense and provides the company with a predictable cost model related directly to core operating metrics. In addition, BPaaS solutions enable companies to remain technologically current, to collaborate more effectively with internal and external parties and to support continuous improvement through very well-defined service level agreements.

- **Revenue growth** is achieved with the innovation lever, using capabilities such as advanced analytics to identify and exploit new market opportunities, new marketing campaigns that use digital and social media channels to create a more intimate customer connection and optimized sales deployment and call patterns. Through increased efficiency, effectiveness and agility, companies free investment to pursue innovations that drive top- and bottom-line financial results.

## Opportunities to Enhance Brand Value

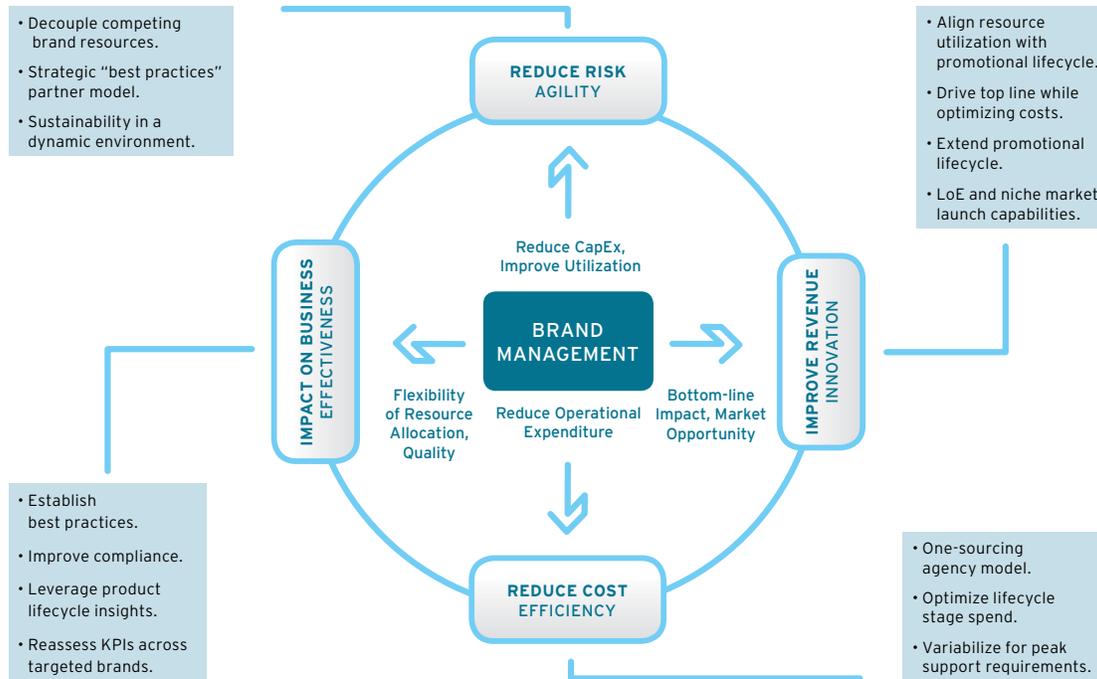


Figure 2

## The Commercial Value Chain

Creating a roadmap is critical to deriving maximum value from transformation while managing risks. In mapping the current state and the desired

future, the end-to-end value chain can be segmented into information activities, service activities and insight activities (see Figure 3).

## Activities Comprising the Commercial Value Chain

INFORMATION ACTIVITIES	SERVICE ACTIVITIES	INSIGHT ACTIVITIES
<p><b>Data Strategy and Management:</b></p> <ul style="list-style-type: none"> <li>Data Acquisition Strategy.</li> <li>Customer Master Design and Management.</li> <li>Master Data Management.</li> </ul>	<p><b>Operations Field Support:</b></p> <ul style="list-style-type: none"> <li>Reporting Operations.</li> <li>Incentive Compensation Administration.</li> <li>Alignment Management.</li> </ul> <p><b>Reporting (Performance and Execution):</b></p> <ul style="list-style-type: none"> <li>Marketing.</li> <li>Sales.</li> <li>Managed Markets.</li> </ul> <p><b>Performance Management:</b></p> <ul style="list-style-type: none"> <li>Incentive Compensation Plan Design.</li> <li>Quotas and Objectives.</li> </ul> <p><b>Tactical Planning:</b></p> <ul style="list-style-type: none"> <li>Targeting/Call Planning.</li> <li>Multichannel Coordination.</li> </ul>	<p><b>Resource Optimization:</b></p> <ul style="list-style-type: none"> <li>Multichannel Optimization.</li> <li>Sales Force Size and Structure.</li> <li>Major Alignments/Realignments.</li> </ul> <p><b>Revenue Generation:</b></p> <ul style="list-style-type: none"> <li>Innovative Customer Engagement Models.</li> <li>Payor Contracting Strategies.</li> </ul>

Figure 3

Efficiency opportunities usually arise in high-cost information activities. Effectiveness opportunities abound among the services activities that typically include significant manual intervention and handoffs; efficiency opportunities definitely exist here as well. Insight activities drive innovation opportunities with new ideas from advanced analytics to help shape sales and marketing strategies. Virtualization can occur in any part of this end-to-end stack of activities, referred to as “vertical integration” (see Figure 4).

In addition to reexamining the end-to-end commercial value chain, leading companies also consider the integration (and sometimes the standardization) of activities across channels, brands and the emerging dimension of geography.

Integration often takes place along multiple dimensions simultaneously within companies (see Figure 5). For example, some companies created global approaches to sales resource optimization more than a decade ago while doing end-to-end value chain integration within just their U.S. affiliate. Others have implemented multichannel optimization approaches across their portfolio while “vertically integrating” across just their sales channel.

In today’s U.S. pharmaceuticals environment, where significant differences have risen across geographies, the trend is to support local strategies using back-end, integrated platforms that can be customized efficiently and effectively to address local needs.

## Virtualizing the Activity Stack

Successful “vertical” integration is a critical success factor of analytics... virtualization can reduce risks.

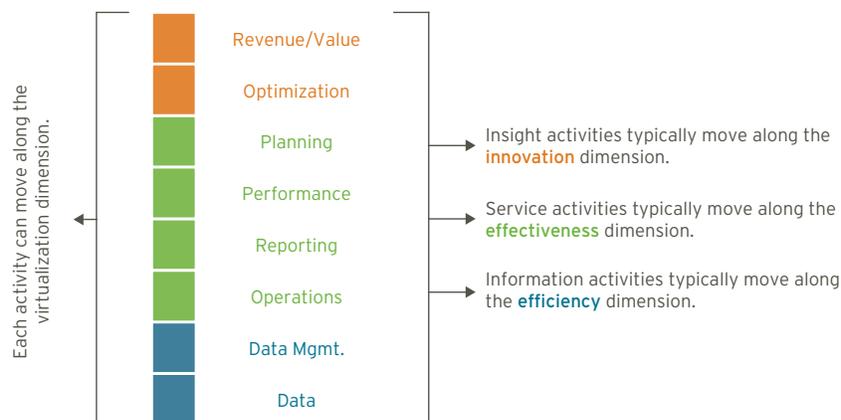


Figure 4

## A Globally Distributed Value Chain

... and the value of analytics increases significantly when one integrates across channels, brands and geography.

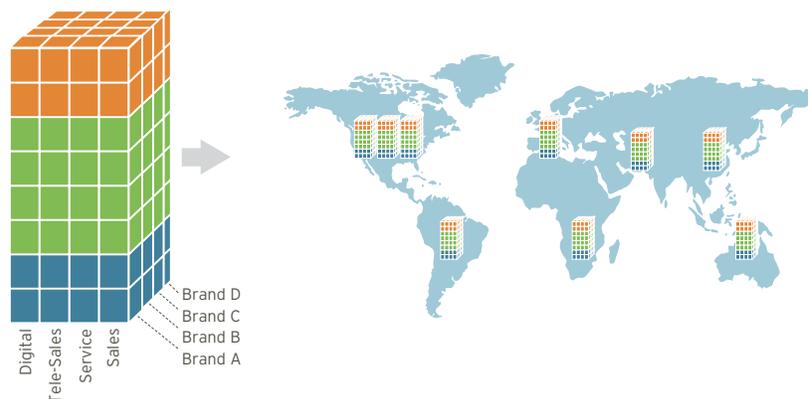


Figure 5

## Opportunities for Value Creation

Immediate opportunities for improving efficiency, effectiveness, agility and innovation exist across the spectrum of commercial information, services and insights activity. New operating models in six areas in particular – virtual brand management (VBM), virtual sales operations (VSO), managed markets (MM), multichannel management (MCM), digital marketing (DM) and knowledge and insight (K&I) – address current market challenges, from reducing costs to squeezing more revenues from maturing brands. They also can flex to encompass future industry

issues and enable the collaboration and quality data flows required for innovation.

Each of the areas offers opportunity for improving revenues and reducing costs. The key to achieving these benefits is mapping each solution and its components to the value-driving levers, understanding how one lever affects another and developing a transformation roadmap that outlines what value levers will be most effective over time (see Figure 6). Concrete metrics for each lever enable the commercial organization and its trusted third-party service provider to track results and adjust tactics.

## Key Value Drivers

Opportunity	Business Need	Value Drivers		
		Innov.	Effic.	Effect.
VBM	A strategic brand management solution that offers an efficient model to promote mature or under-promoted brands to maximize financial contribution.	●	●	●
VSO	An end-to-end sales operations solution, enabling the client to optimize its cost structure while improving performance.	●	●	●
MM	Contract administration operations and analytics support to ensure effective contract management.	●	●	●
MCM	Plan, execute and monitor promotional campaigns across channels and customer segments to maximize financial contribution of a brand.	●	●	●
DM	Capabilities to help the marketing team to effectively leverage digital channels to promote their brands and collaborate with HCPs and patients.	●	●	●
K&I	Technology platform that provides access to critical market intelligence to improve performance in an increasingly complex and competitive market.	●	●	●

● Primary  
 ● Secondary

Figure 6

## Virtual Brand Management

Though best practices for mature market brand management are limited, leading pharmaceutical companies want more efficient and effective approaches to managing their brands from launch through and beyond patent expiration to exploit competitive advantages and ultimately

maximize the commercial potential of a given brand. To achieve those goals, they are turning to virtual brand management (VBM). This allows these companies to virtualize brand planning and management using hosted solutions, thereby reducing operating costs and “variabilizing” fixed costs while effectively managing revenue.

## Virtual Sales Operations

Fragmented IT and business solutions characterize most pharma sales operations, leading to higher costs and reduced effectiveness. Leading companies are responding by implementing virtual sales operations (VSO). This concept leverages the power of cloud-based platforms to integrate and streamline

sales planning, deployment, reporting, data management and analytics (see Figure 7). Virtualizing these operations via the cloud reduces costs, eliminates redundancy and waste and cuts cycle time. VSO also supports continuous innovation to respond to market changes by leveraging technology, new business models and enterprise-wide collaboration.

## VSO at a Glance

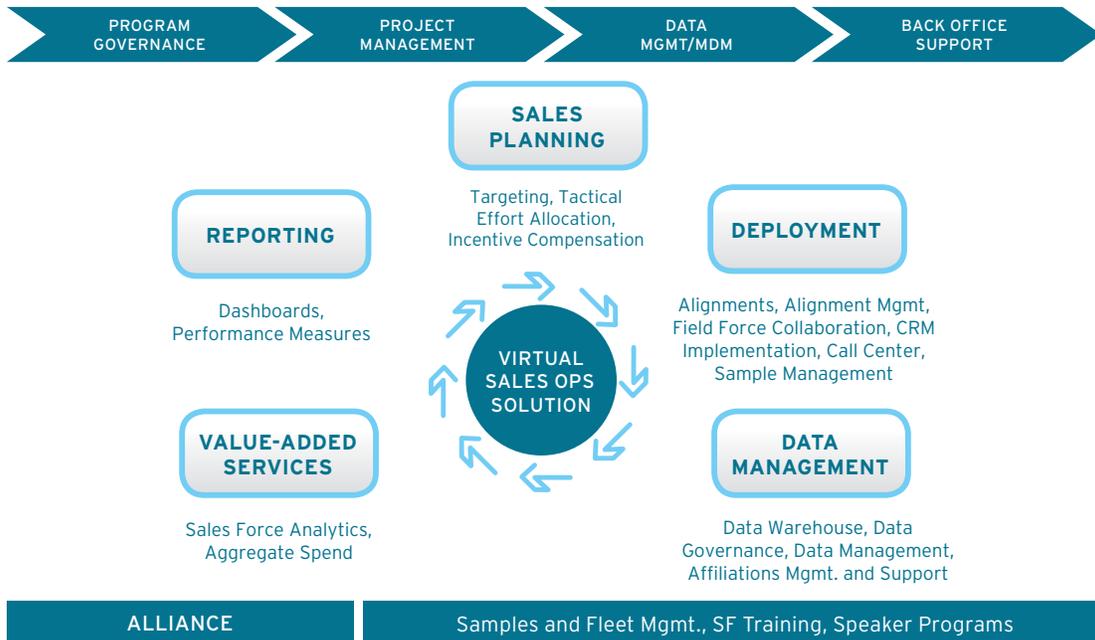


Figure 7

## Managed Markets

With managed and accountable care markets poised to grow, and the fact that one or two managed care contracts can have disproportionate effects on sales, top pharmaceutical companies are adopting management strategies that span the managed market contract lifecycle – from contracting strategies and account planning to contract execution, performance measurement and collaboration with sales and marketing operations.

This approach enables companies to devise and execute effective account-level plans, monitor their implementation and measure their performance across payers, physicians and patients. It improves contract administration and payment processes, even under complex contract structures. Further, it provides insights into rebate strategies, revenue capture and performance

## Multichannel Management

As industry leaders deploy marketing campaigns across multiple channels, they require a new approach to managing, measuring and optimizing results across all those channels simultaneously. Using an integrated multichannel management approach offers them end-to-end capabilities that encompass the entire campaign management space, from strategic planning, segmentation and targeting refinement through evaluation activities such as channel optimization and ROI (see Figure 8).

The companies gain efficiencies by eliminating or reducing unproductive channels and offerings, including digital, leading to reduced or re-optimized spend, and by applying standardized processes across brands. The multichannel management program leverages a forward-thinking approach to market events and business changes to arrive at solutions based both on past data and future expectations.

# Modern Multichannel Management

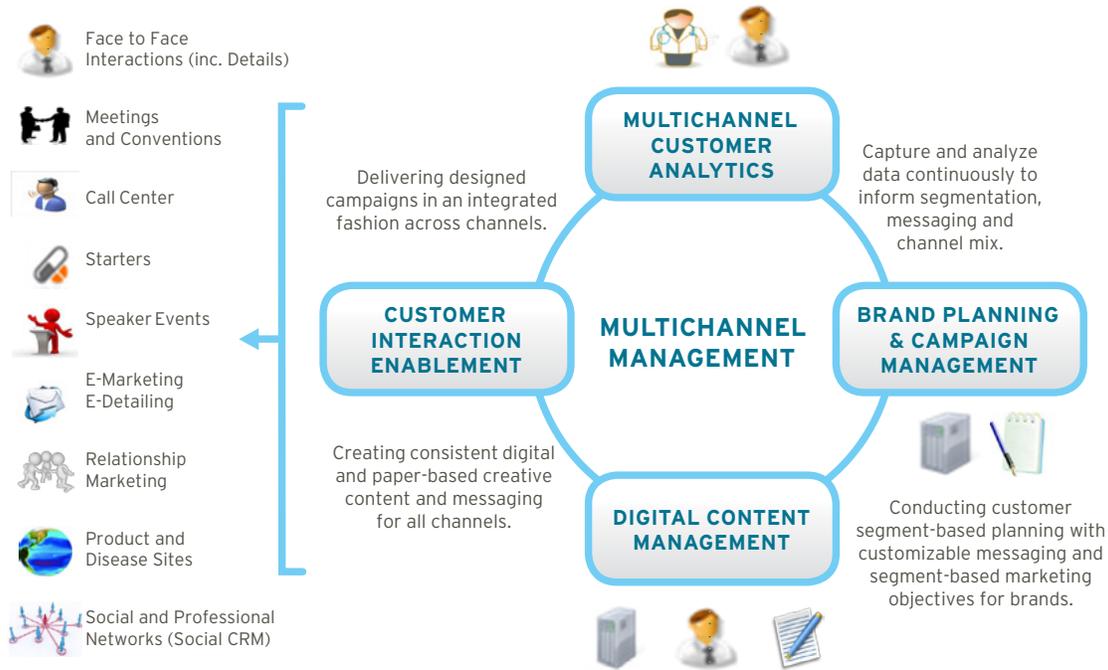


Figure 8

## Digital Marketing

Innovative pharmaceutical companies are realizing the full potential of digital and social media channels by using powerful solutions to improve data access, integration and analysis. “Big data” platforms delivered via the cloud provide cost-effective, flexible ways to conduct advanced data experimentation and modeling to uncover formerly unattainable insights about online consumer behaviors. This flexibility also enables more rapid prototyping and modeling to correlate the business effects of increasing digital activity.

These rich data interactions enable pharmaceutical companies to get near-real-time feedback about competitive developments, potential risks and general market trends. Companies can more effectively target audiences and improve efficiencies by integrating promotion, competitive intelligence, market research, etc. by customer segments instead of traditional functional silos. They can increase the reach and engagement of online initiatives efficiently by partnering with digital and social media channels that customer targets already use. Further, they can drive customer-centric engagement models by understanding online behaviors and interactions across customer segments and the information required to drive business transactions.

## Knowledge and Insights

The ability to extract and disseminate insight from data and then rapidly move from insight to action is a crucial competitive differentiator. Building on an integrated model of primary research, secondary data sources and sophisticated analytics provides an array of information advantages applicable across the commercial value chain, from new product development to designing a multichannel campaign to measuring ROI. With solid knowledge, data and insights, pharmaceutical companies can quickly create more effective messages customized to more specific targets disseminated through the most appropriate channels.

Discovering the insights fueling these advantages is an increasingly complex process. New marketing channels generate vast quantities of data. Yet gaps exist in these “big data” domains. To close these gaps, leading pharmaceutical companies are turning to trusted third parties to conduct primary research and combine it with analysis of secondary data to understand behaviors and attitudes. Virtualizing primary research, data analysis and delivery via the cloud and global, always-available resources lowers the cost of data management while shortening the time to gaining insight.

## Two Approaches to Generating Value

How pharmaceutical companies engage the value levers depends on corporate culture, familiarity with using third-party service providers and comfort levels with emerging tools, technologies and business models. Some

life sciences companies choose to transform gradually; others engage all four value levers simultaneously across a range of functions for rapid transformation (see Figure 9). The following cases reflect these two very different but equally valid approaches.

## Exploring Value Creation Options

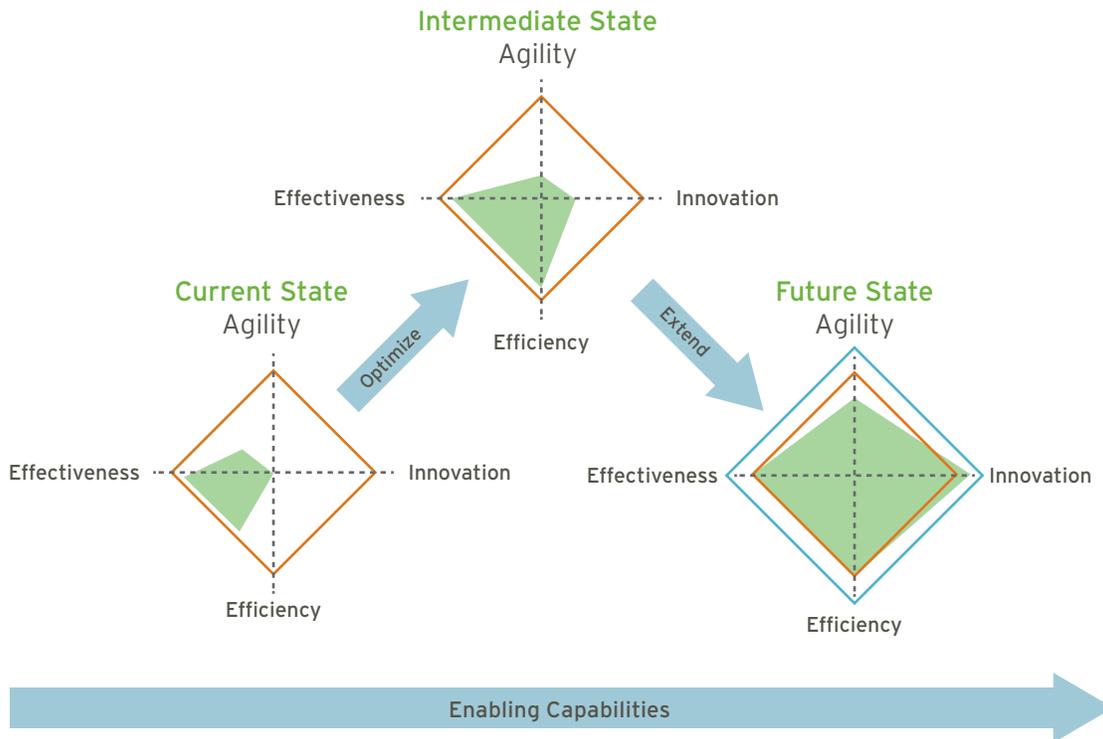


Figure 9

## CASE STUDY» The Evolutionary Transformation

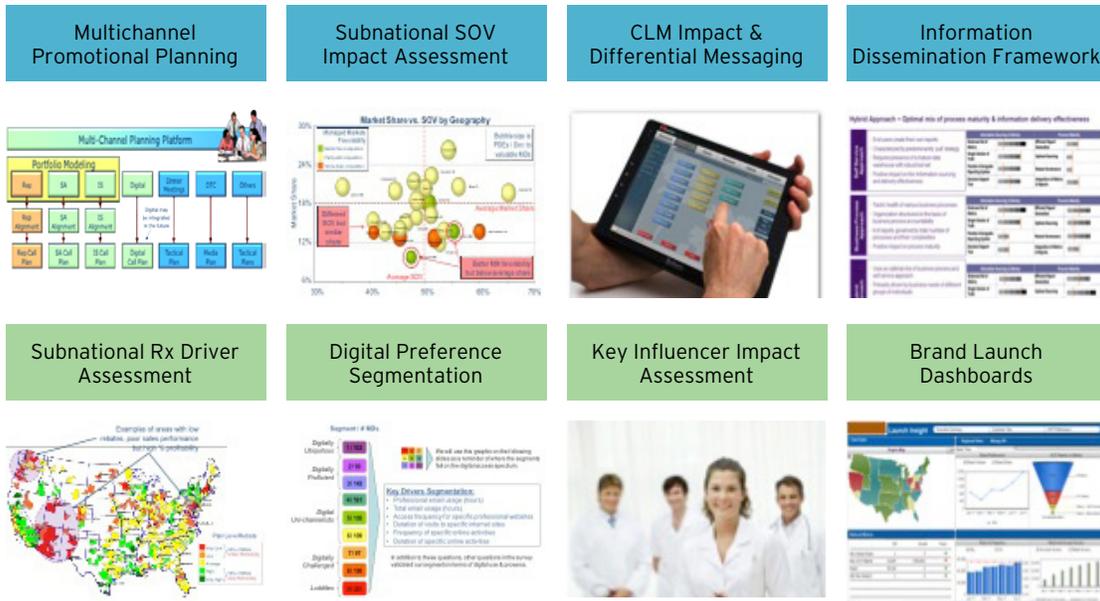
A top-five life sciences company initially chose to focus on commercial cost reductions, or the efficiency lever, partnering with a third-party service provider to deliver sales force size and structure assessments (SFSS) and other brand and sales analytics services. The service provider enabled the company to further reduce its costs and risks while improving effectiveness by identifying cases for virtualizing select commercial operation services.

The service provider was also able to help identify, evaluate, implement and monitor innovative ways to increase revenue opportunities (see Figure 10 on next page). Now the life sciences company teams with the service provider across

its entire commercial planning cycle. Analytics, data management and capability development have all been virtualized. The service provider partners in strategy development, planning and execution across business processes, applications and infrastructure. Results include:

- Operating cost reduction through the managed services delivery model. Analytics costs alone were reduced by approximately 30% per annum.
- The life sciences company deployed a variety of tools, delivered as hosted services, which reduced sales and marketing costs while improving the effectiveness of sales tactics with timely flows of more accurate information.

## Transforming While Performing



Sample of commercial transformation initiatives that improved efficiency, effectiveness and innovation while minimizing risks.

Figure 10

- The company is growing revenues while optimizing its marketing spend on midlife and mature brands by shifting away from the traditional creative agency model and using its service provider as a strategic sourcing partner for digital asset and brand management services, from creative development through execution. The provider hones the creative strategy and tactics through its market research and analytics capabilities as well as its intimate knowledge of the life science company's platforms and tools.

### CASE STUDY» Rapid Transformation

A global top-10 pharmaceutical company needed more flexibility to respond to industry pressures. Its internal costs were high, driven by inefficient systems, high internal system maintenance expenses and an array of vendors delivering a variety of functions. Managing multiple vendors was inefficient; the combination of costs and ineffectiveness made it difficult to deliver innovation. Yet creating an internal solution would be capital intensive and risky.

With the division president's sponsorship, the pharmaceutical company was determined to virtualize all of its U.S.-based commercial operations to eliminate the company's high fixed costs and to increase cash flow and agility. To go beyond cost savings and generate revenue opportunities through innovation, yet minimize capital expense, the company needed its trusted partner to offer mature business consulting

expertise alongside its managed services. The pharmaceuticals company and its provider have collaborated to generate value across the balance sheet:

- Rapid cost savings are achieved by virtualizing noncore activities by entrusting the service provider. This has enabled the pharmaceuticals company to scale down its internal resources, quickly reduce operating costs and standardize across platforms. Where the company previously struggled to provide timely, concise and actionable insights to its 5,000-member sales force, it now uses an online reporting platform, developed with its service provider. This tool has cut the number of dashboards and reports from 64 to 32, delivered via one tool instead of 14 and reducing total cost of ownership by 50%.

- Savings and efficiencies enabled the company to pursue greater innovations in applying analytics to sales planning that spanned technology and business functions. For new product launches, performance models more quickly determine the activities and behaviors that differentiate high performing territories. In addition, a territory planning and collaboration system was customized and deployed across the entire sales force within six months, enabling the organization to respond more quickly to changing market conditions. Standard, automated functions have been incorporated across business units, from refining call plans to improving account affiliations to efficiently cascading marketing spend down to the territory level.
- New revenue generation opportunities are being created through new customer engagement models supported by more effective processes and use of “millennial generation” tools such as tablet computers, smartphones and “anytime, anywhere” data availability. Working with its

service provider, the company is designing and measuring the impact of new customer interaction models, including how to compress the time to make a go/no-go decision on scaling pilots. For a newly created sales force being deployed in a new market, the company’s service provider is deploying a mobile account profiling and planning platform to drive rapid understanding of patient flows and influence networks.

- The risk of the strategy is greatly reduced by transferring much of it to a trusted third-party service partner.

### Evaluating Opportunities for Commercial Transformation

Whether a company chooses to engage one or two value levers in a single commercial operations solution like VBM or implements a comprehensive transformation, it’s important to identify the value creation opportunities that align with overall goals and generate roadmaps that achieve that value (see Figure 11).

## Value Generation Assessment Framework

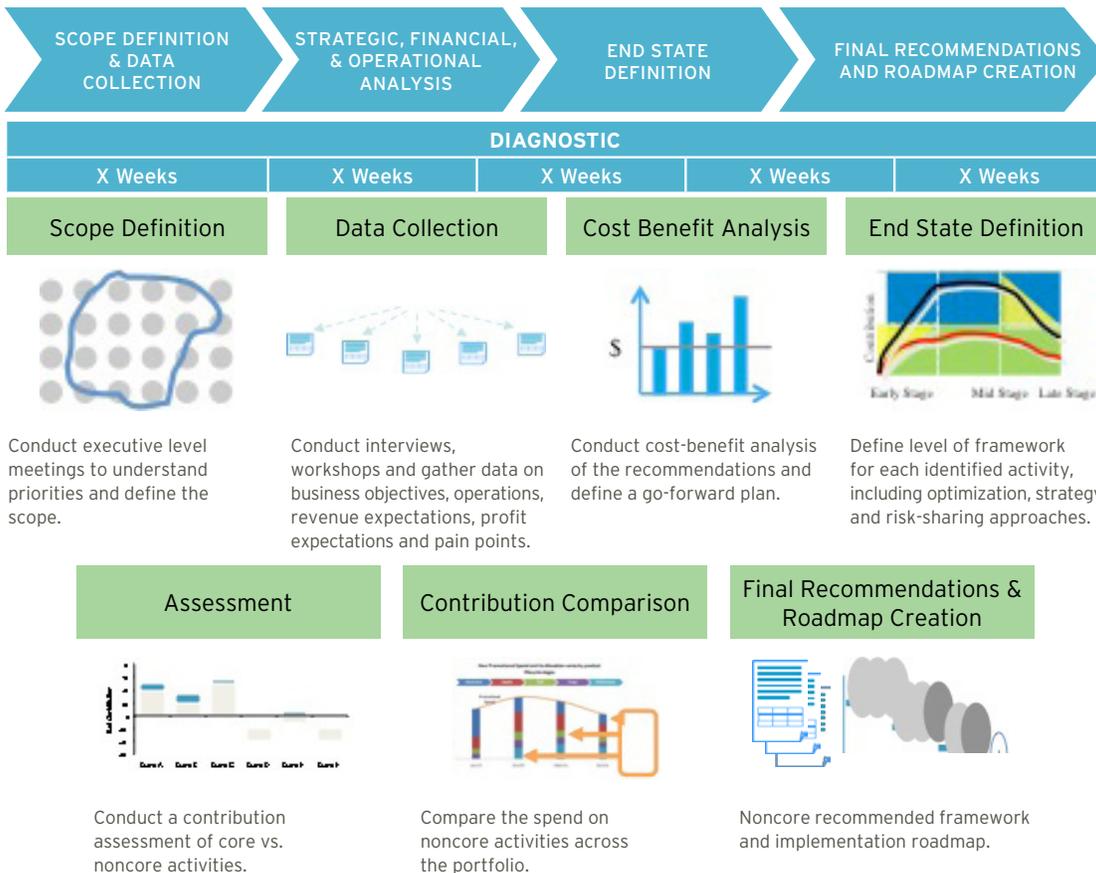


Figure 11

Understanding the commercial organization's priorities is the first step in identifying and defining the scope of transformation activities. In particular, defining "core" vs. "noncore" processes and brand activities and assessing the resources devoted to these is critical. "Core" activities and brands are those that directly generate competitive advantage for the pharmaceutical company. Comparing projected revenues and returns of noncore activities with the resources allocated to them often helps identify areas that can be managed by a trusted service provider, thus quickly reducing costs and improving quality. Concurrently, the commercial organization has more resources freed to focus on core brands and activities.

As specific functions reveal value creation opportunities, it's important to consider these factors in determining how and when to exploit them.

### Evolutionary vs. Radical Transformation Models

- **Assessing holistic value optimization opportunities.**  
Where do commercial processes overlap with brand marketing and business technology functions? Applying broader virtualization in such areas can net greater savings and efficiencies than a gradual approach.
- **Maturity in understanding core competencies and functions.**  
The readiness to entrust noncore activities to an experienced third party is key to the speed with which a transformation strategy generates cost savings and enhances revenues.
- **Progress in segmenting commercial business support functions to develop a global services partnership framework.**  
More life sciences leaders are adopting new commercial structures easily adaptable to working with trusted third parties.
- **Acceptance of connected, mobile, collaborative technology platforms.**  
Such technology is proving vital to successfully marketing brands and therapies to smaller, tougher-to-reach audiences, whether physicians, managed accounts or consumers. Adopting this technology requires a willingness to embrace new customer engagement models

and enable sales professionals to participate in virtual teams.

### Trusted Partner Abilities

- **Broad and deep industry expertise.**  
Creating new revenue streams means partnering with a managed services provider who fully understands life sciences processes from a clinical as well as commercial perspective to help generate and anticipate internal and industry innovation (see Figure 12). For example, a service provider should understand how R&D, pharmacovigilance and commercial activities will increasingly intertwine as payers demand lower costs and higher therapeutic value and safety.
- **Compelling value proposition.**  
What bottom line impact will the service provider create through efficiencies, effectiveness, agility and innovation? The provider should be comfortable assigning metrics to its assumptions so results are measurable and apparent.
- **Partnership capabilities.**  
To function seamlessly with a pharmaceuticals company, as well as identify opportunities for savings and growth, trusted providers must understand how life sciences companies operate—their cultures, project management and emerging best practices – and integrate this understanding into existing processes and templates.

Reshaping balance sheets with stronger cash flows, reduced costs and increased revenues by transforming commercial operations is a critical requirement for today's pharmaceuticals companies. Traditional commercial models are ineffective in the face of existing and emerging industry pressures. While transformation itself can be challenging, experienced service providers offer the technology, tools and practices today to enable companies to embrace it. Further, the power of virtual, cloud-based managed solutions greatly reduce the risk associated with adopting powerful new ways of extending brand value and positioning for future marketing challenges. Whether evolutionary or immediate, now is the time to choose transformation.

## Factors when Assessing Service Providers to Transform Commercial Operations



Figure 12

## Footnotes

<sup>1</sup> <http://www.fda.gov/downloads/AboutFDA/CentersOffices/OfficeofMedicalProductsandTobacco/CDER/UCM282984.pdf>

<sup>2</sup> <http://ncpo.hdma.net/pdfs/long.pdf>

<sup>3</sup> "The Use of Medicines in the United States: Review of 2011, IMS Institute for Healthcare Informatics."

<http://www.imshealth.com/portal/site/ims/menuitem.d248e29c86589c9c30e81c033208c22a/?vgnnextoid=81c63fc68b876310VgnVCM10000076192ca2RCRD&vgnnextchannel=3e382115cc4be210VgnVCM10000071812ca2RCRD&vgnnextfmt=default>

<sup>4</sup> "2011 U.S. Pharma Company Promotional Spending, Cegedim Strategic Data, February 2012."

[http://www.google.co.in/rct=j&q=cegedim%202011%20pharma%20spend%20us&source=web&cd=5&ved=0CEIQFJAE&url=http%3A%2F%2Fwww.forums.pharma-mkting.com%2Fattachment.php%3Fattachmentid%3D223%26d%3D1331748428&ei=xN6T7IV0cytB\\_flyAC&usq=AFQjCNGOdzX4atLOT7lvmlUIShjQIDVwYA&cad=rja](http://www.google.co.in/rct=j&q=cegedim%202011%20pharma%20spend%20us&source=web&cd=5&ved=0CEIQFJAE&url=http%3A%2F%2Fwww.forums.pharma-mkting.com%2Fattachment.php%3Fattachmentid%3D223%26d%3D1331748428&ei=xN6T7IV0cytB_flyAC&usq=AFQjCNGOdzX4atLOT7lvmlUIShjQIDVwYA&cad=rja)

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Cognizant's Enterprise Analytics Practice (EAP) combines business consulting, in-depth domain expertise, predictive analytics and technology services to help clients gain actionable and measurable insights and make smarter decisions that future-proof their businesses. The practice offers comprehensive solutions and services in the areas of sales operations and management, product management and market research. EAP's expertise spans sales force and marketing effectiveness, incentives management, forecasting, segmentation, multichannel marketing and promotion, alignment, managed markets and digital analytics. With its highly experienced group of consultants, statisticians and industry specialists, EAP prepares companies for the future of analytics through its innovative "Plan, Build and Operate" model and a mature "Global Partnership" model. The result: solutions that are delivered in a flexible, responsive and cost-effective manner. <http://www.cognizant.com/enterpriseanalytics>.

## About Cognizant's Life Sciences Practice

Cognizant's Life Sciences Practice partners with 27 of the top 30 global pharmaceuticals/biotech organizations, in addition to serving companies in the medical devices, CRO and life sciences product sectors. Whether it's driving process improvements to your clinical operations, increasing sales and marketing effectiveness, meeting regulatory requirements or enhancing drug safety, we are redefining the way companies benefit from and experience global services. We enable business transformation by delivering consulting, analytics, IT and business process support to fuel innovation and competitive advantage. <http://www.cognizant.com/life-sciences>.

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Cognizant (NASDAQ: CTSH) is a leading provider of information technology, consulting, and business process outsourcing services, dedicated to helping the world's leading companies build stronger businesses. Headquartered in Teaneck, New Jersey (U.S.), Cognizant combines a passion for client satisfaction, technology innovation, deep industry and business process expertise, and a global, collaborative workforce that embodies the future of work. With over 50 delivery centers worldwide and approximately 140,500 employees as of March 31, 2012, Cognizant is a member of the NASDAQ-100, the S&P 500, the Forbes Global 2000, and the Fortune 500 and is ranked among the top performing and fastest growing companies in the world.

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