



Biomedical Marketing HEMA 914

Spring, 2011

Instructor: Tim Calkins
Phone: (847) 467-3209
E-Mail: t-calkins@kellogg.northwestern.edu
Office: Jacobs 498

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Course Description

The biomedical industry is beginning to understand and appreciate the importance of marketing. It is becoming very clear that success in the industry comes from a combination of great science and strong marketing.

The core marketing concepts are broadly applicable across industries. Positioning, for example, is important for every brand. However, the biomedical industry presents unique marketing challenges; marketers have to deal with complex regulatory, competitive, scientific and ethical issues.

This course studies how marketing concepts play out in the biomedical industry. The course includes case studies, guest speakers, student projects and discussions.

The overall goal of the course is to build your skills as an effective marketing leader in the biomedical industry. Specifically, the course will help you to:

- Understand the key players
- Apply marketing strategies successfully in the biomedical industry
- Appreciate the importance and significance of rules and regulations
- Think through ethical issues and considerations

The focus of the course is on application; we spend less time on the basics of the industry and more time looking at how to apply marketing concepts.

Course Requirements

New Product Analysis-Team (50% of the course grade)

Over the course of the semester, students will analyze a recent new product launch in the biomedical industry. The project will culminate with a presentation highlighting your findings and a written paper of up to 15 pages including exhibits. Most of the presentations will occur during a class session. A few will occur outside of class. The

goal is to analyze the launch and identify the key learnings. The paper and presentation should cover topics including:

- The product and the market space
- The launch plan
- Your assessment of the launch plan
- Results
- Learning points

Each team will have fifteen to twenty minutes to present; I will finalize presentation times once I know how many teams there are in the class.

Team rosters are due in class 3; most teams will be 5 to 7 people. Teams will need to submit a topic with a short summary in class 6.

As part of the evaluation process, group members grade each others participation. These grades play an important role in the determination of grades for this assignment. Weak team feedback can and generally will reduce a student's grade for this assignment by one full letter or more.

Short Assignments-Individual (30% of the course grade: 15% each)

Students will do two short assignments during the semester. There are several different options to choose from. These are all three page papers.

Several students will be selected to present their papers to the class.

Class Participation-Individual (20% of the course grade)

Class participation is critical to the success of the course, as the quality of the discussion is largely in your hands. Cold calls are common. Please plan to attend all the classes and to arrive ready for the case or discussion. In addition, please plan to stay for the entire class. I will do my best to start and end on time.

Computers and smart phones are not allowed to be used in class. Surfing seems to be an inevitable and unfortunate result and it is distracting for everyone.

Honor Code

The course will of course follow the Kellogg honor code.

In our case discussions, please limit your reading and analysis just to the information presented in the case. Please do not do external research before the class discussion, because this makes the discussion and analysis difficult. After the class discussion, of course, you can research as much as you want, and this is a useful thing to do.

Course Administration

I am on campus most days and happy to meet to discuss the course, careers or other issue. Please send me an email to set up some time.

I will be using Blackboard to post announcement, class notes, articles, case summaries and other materials. Please check Blackboard regularly for updates.

The attached schedule shows the class plan, with topics, assignments and readings. The class schedule will almost certainly change during the semester due to pacing and guests. To accommodate guests I may add or a drop a case from the schedule. The latest schedule is always posted on Blackboard.

Readings

Case packet

The case packet is essential as it contains all of the cases we will cover during the semester. It also contains articles for the course. I will post many of the articles for the course on Blackboard.

Books

There are two books for the course. Both are relatively light, but they provide useful insights into the industry.

Complications

This is an entertaining and informative book written by a surgeon. It provides a fascinating look at the life of a physician.

Hard Sell

This book created quite a stir when it came out; it is a not entirely flattering look at the life of a pharmaceutical sales representative. It should be taken with a grain of salt. It is highly entertaining.

Optional Reading

I have posted a recommended reading list on Blackboard for those who want to read more about the biomedical industry.

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<u>Session</u>	<u>Topics</u>	<u>Assignments for this Class</u>
1: 3/28	Course Introduction	Read: Syllabus*
2: 3/31	Case: FluMist	Prepare: FluMist Case* Read: <i>Complications</i> (Part 1)
3: 4/4	The 4 Ps	Submit: Team rosters Read: Health Spending Growth Read: Note on Health Insurance Coverage* Read: <i>Complications</i> (Parts 2 and 3)
4: 4/7	Marketing to Physicians	Read: "A National Survey of Physician-Industry Relationships" Read: "Whistle Blower Suit" Read: "Artificial Joint Makers Settle" Read: "Stopping Drug Reps at the Door" Read: <i>Hard Sell</i> (Chapters 1 to 6)
5: 4/11	Case: Circle Gastroenterology	Prepare: Circle Gastroenterology Case*
6: 4/14	Guest: Dr. Jeff Kopin, NMPG	Submit: Presentation topics Read: "Drug Sales Calls Wear on Doctors" Read: <i>Hard Sell</i> (Chapters 7 to 13)
7: 4/18	Case: Crestor	Prepare: Crestor Case* Submit: Paper topics
8: 4/21	Marketing to Consumers	Read: "Promotion of Prescription Drugs" Read: "To Inform or Persuade?" Read: "A Decade of Direct-to-Consumer Advertising"
9: 4/25	Case: Marketing Antidepressants	Prepare: Marketing Antidepressants Case*
10: 4/28	Guest: John Hixon, Eli Lilly	

11: 5/2	Case: Eli Lilly: Xigris (A)	Prepare: Eli Lilly: Xigris (A)*
12: 5/5	No Class!	
13: 5/9	Case: Zimmer Gender Knee	Prepare: Zimmer Gender Knee Case*
<u>14: 5/11</u>	Guest: Tom O'Brien, Ethicon	
15: 5/12	Case: Gardasil*	Prepare: Gardasil Case*
16: 5/16	Guest: Scott Ward, Medtronic	
17: 5/19	Case: Forecasting Denosumab	Prepare: Denosumab Case
18: 5/23	Presentations	Prepare: Presentations
19: 5/26	Case: Synvisc*	Prepare: Synvisc Case*
20: 5/30	Memorial Day: No Class	
<u>21: 6/1</u>	Presentations 1:30-3:30	Prepare: Presentations
22: 6/2	Presentations Course summary	Prepare: Presentations

Final assignment is due 6/9/11 at 11:30 PM

* Included in the case pack. Other articles are posted on Blackboard.

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Case Discussion Questions

FluMist

1. How good a product is FluMist? Why?
2. How should MedImmune position FluMist?

Circle Gastroenterology

1. How well is Fluxbloc doing? Why?
2. What should Circle do now with Fluxbloc?

Crestor

1. Why is the statin market so large?
2. How did Lipitor become the leader in statins?
3. How should AstraZeneca launch Crestor?

Marketing Antidepressants

1. Why did Prozac do so well?
2. Was Lilly good or just lucky?
3. How did Zoloft and Paxil enter the market?

Xigris

1. What are the strengths and weaknesses of Xigris?
2. What should Peter Sheffield focus on to ensure the launch is a success?

Zimmer

1. Is the artificial knee market a good one for Zimmer?
2. Should Zimmer launch the gender knee? Why or why not?

Gardasil

1. What is the cost per QALY at a price of \$120 per dose, or \$360 per person?
2. Is \$360 per person too high or too low?

Denosumab

What is your U.S. revenue forecast for denosumab in 2015?

Genzyme: Synvisc

Is the viscosupplement market attractive?

Should Genzyme fund the proposed trial? Why or why not?

If so, should Genzyme include the comparison to Synvisc?

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Short Assignment Questions

Students need to submit two short assignments during the semester. You can choose from the five topics below.

Papers should be no more than 3 pages in length. The best papers will be clear and convincing.

Just use the information in the case when answering the question. The one exception: you can do external research when considering the direct to consumer marketing question.

These assignments are due 1 day before the class session. I may ask two students to present to their analysis to the class.

Marketing to Consumers

Do you agree with the following statement? Why or why not? Feel free to do external research when answering this question.

Congress should pass a law prohibiting all direct to patient marketing efforts by pharmaceutical and medical device companies.

Zimmer Case

Should Zimmer launch the gender knee? Why or why not?

Gardasil Case

Calculate the cost per QALY at a price of \$120 per dose (\$360 per person).

Denosumab

Assume the role of a consultant hired to evaluate Amgen as a potential acquisition target. Your project: create a U.S. revenue forecast for denosumab in 2015,

Genzyme: Synvisc

Should Genzyme fund the proposed trial? Why or why not?

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Group Evaluation Form

Please list below each member of your group. For each person, assign a grade (A, B, C, D, F) that reflects their overall contribution to the group's output. Please consider the quality and quantity of their work. Responses are confidential, and can have a substantial impact on final class grades. Feel free to provide comments.

Your name:

Your team number or topic:

<u>Team Member</u>	<u>Grade</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Comments: