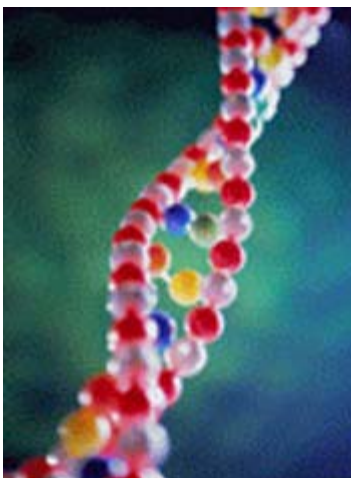


Creating Exceptional Value for a Small Biotech Firm

A Customer Success Story



Small, growing biotech firms face big-firm challenges: huge risks in developing and bringing new products to market. They have to do everything possible to maximize their chances for success without the resources enjoyed by “big pharma.”

The Challenge. “We are under tremendous pressure from our investors to produce valuable products,” says the Director of Business

Development of our customer, a biotech startup. “We need to make good decisions about the projects we put into the pipeline, and we need to make them fast!”

He adds, “It is vital for us to assess—very early—which molecules we should be concentrating on to produce the highest chances for success. We have found SmartOrg solutions to be invaluable in helping us make these decisions. Using these solutions, we are doing things that would not be possible with any other approach.”

Deep Dives. SmartOrg processes and tools such as Decision Advisor® are used for both “deep dives” and “shallow dives.” Deep dives enable in-depth evaluation of the technical and commercial risks that affect the future success of an opportunity. Deep dives enable project teams to identify the most important areas they need to concentrate on to achieve success. The approach consistently identifies critical factors that would normally go undiscovered using traditional techniques. Teams readily see where they need to apply their efforts to reduce risk and add value.

An example of the value produced by a deep dive at this company involved identifying a new market opportunity. Researchers were considering applications of a particular bacterial agent for treating cystic fibrosis, burns, and surgical infections. They had to make a decision about which market to target first. Early on, it looked like surgical infections would be the best place to invest their resources. However, a Value-Based model of the technical and commercial risks and returns for each indication revealed something quite different. Cystic fibrosis had a revenue potential that exceeded the surgical infections application by some \$300 million.

Armed with this knowledge, the company refocused its efforts on the more valuable market.

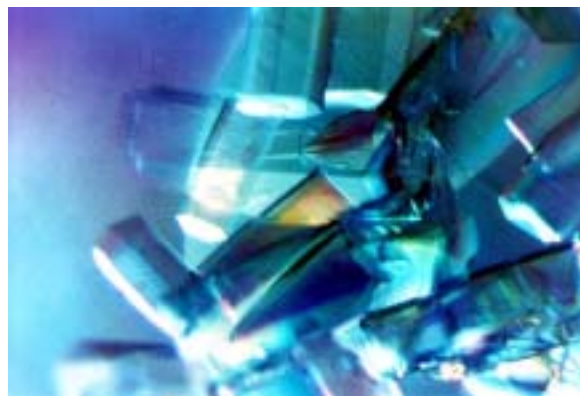
Shallow Dives. Shallow dives enable companies to quickly screen opportunities at early stages in the pipeline, frequently using Portfolio Navigator™ templates developed by Decision Advisor. This is particularly useful when the company must make rapid decisions under pressure. A typical example: the need to screen and identify promising molecules during early stage development. During the first year after installing SmartOrg processes and software, this small company’s teams reviewed 18 areas, rapidly classifying early stage opportunities and prioritizing discovery work.

The ability to make these decisions quickly and more accurately paid off in significantly shortening the time required to identify and bring a successful new application to market.

“SmartOrg solutions are extremely valuable tools for biotech companies”

VP Strategy Development

Improving Productivity. SmartOrg Value-Based solutions enable the company to leverage staff while producing better results. Said the Director of Business Development, “Two people working part time can make a huge difference because of the leverage provided by SmartOrg’s software and processes. We are doing things that would not be possible without it. Our board has seen the value of redirecting our pipeline. And—very important at this stage of our company’s growth—our investors are very pleased with our results.”



www.smartorg.com