

EMD Serono Injectables Digest™

EMD SERONO INJECTABLES DIGEST 4TH EDITION

RESPONSE TO REQUEST FOR PROPOSAL
FOR HEALTHCARE MARKETING AGENCY

SUBMITTED TO



BY

HEALTHCARE MARKETING CONNECTIONS



THE MCM GROUP™

**PROPOSAL FOR
HEALTHCARE MARKETING AGENCY
EMD SERONO INJECTABLES DIGEST (4TH EDITION)**
EMD Serono Injectables Digest™

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**PROPOSAL FOR
HEALTHCARE MARKETING AGENCY
EMD SERONO INJECTABLES DIGEST (4TH EDITION)**

1. Project Summary

EMD Serono seeks a Healthcare Marketing Agency to manage the design, copyediting, print and CD-ROM production, and subsequent promotion, of the 4th Edition of the EMD Serono Injectables Digest publication, along with a companion PowerPoint presentation slide deck.

The Proposal spells out the details of this project—and why Healthcare Marketing Connections (HMC)—which has played an integral role in the Digest since its inception and has worked in close partnership with Rxpert, the consultant that managed development of all three previous editions—is the perfect choice for continuing in this capacity.

HMC has played an integral role in the Digest since its inception, and is the perfect choice for continuing in this capacity.

2. Project Deliverables and Comments (per RFP)

DELIVERABLES (Healthcare Marketing Agency)	COMMENTS
Create/distribute online survey tool & compile survey results (~100 respondents)	- HMC's experience with the previous editions has shown that the survey questions, as originally presented by the consultant, were not readily transferable into on-line survey questions. - As HMC has done with all previous editions, HMC will: - Review the proposed survey questions, and as necessary, revise them into easily-answered on-line survey questions. - Load the questions into HMC's proprietary online tool, KOLECT™. - Activate the survey. - Monitor the survey and provide participant support - Compile the survey results
Design & produce print edition of EMD Serono Injectables Digest (~2500 copies)	None
Design & produce CD-ROM edition of EMD Serono Injectables Digest (~ 500 copies)	None
Design & produce pre-publication PowerPoint Slide Set (~60 slides)	For the 3 rd Edition, HMC worked with the Client to produce virtually the entire slide set (the consultant was only minimally involved); this was beyond the scope of HMC's engagement, but HMC contributed this work to support and assure the high quality of the project.
Design, produce & distribute pre-publication direct mail teaser (~ 3000 pieces)	New for the 4 th Edition – THIS ELEMENT IS SUBSUMED BY THE PROMOTIONS PLAN SET OUT BELOW.
Design & produce website landing page for direct mail response capture	New for the 4 th Edition – THIS ELEMENT IS SUBSUMED BY THE PROMOTIONS PLAN SET OUT BELOW.
Provide copywriting/copyediting support for all project deliverables above	The level of HMC's support will, as the previous editions have amply shown, reach well beyond copyrighting and copyediting. By way of example, for the 3rd edition: - Extensive data analysis was required to test the accuracy of the statements made in consultant's draft text. HMC created a significant number of new table and charts to properly support the intended messaging. - The original draft was poorly organized and deficient stylistically. - HMC discovered that the draft copy contained previously published material—that is, material that was not original for this publication. - The original draft included a section on generics/bioequivalents, which the Client rejected, and had to be replaced. Thus, in order to assure a publication of the highest quality, HMC did four rounds of major rewriting and revision of this piece. HMC will continue with this same level of commitment and performance for the 4th edition.
Project Management Services	Because of the unanticipated extent of HMC's involvement in the 3 rd edition, its project management effort was extraordinary.

3. Project Timeline (per RFP)

MILESTONE	TARGET DATE
Draft survey content; begin creative development	
Survey distributed; approval of cover design	
Gather/analyze survey data	
Complete write-up; draft copies (slide deck, CD-ROM, hard copy)	
Approval all pieces; release to production	
Production of print Digest, slide presentation & CD-ROM	
AMCP pre- and at-show promotion	

4. Key Performance Indicators

HMC has extensive experience in electronic surveys: its proprietary KOLECT™ system—which been used for all three previous editions of the Digest—was created for just this purpose. By now, Injectables Survey respondents are familiar with its interface, configuration and functionality. Changing to a new agency would subject them to an entirely new and unfamiliar online experience, which may discourage participation, result in operational inefficiency, and require more extensive support time. Continuing with HMC eliminates this new learning curve.

Prior Experience: Designing and Administering Electronic Survey Tools

- HMC developed its own proprietary KOLECT™ (Key Opinion Leader Electronic Collection Tool) application for the express purpose of conducting electronic surveys.
- KOLECT™ has been used to gather the survey information for the Digest since its inception. Thus, the survey participants already have familiarity with its interface, configuration and functionality, and changing to a new agency would involve an entirely new and unfamiliar online experience, likely resulting in inefficiency and more extensive support. Continuing with HMC eliminates these new problems.
- In addition to its role in all three previous editions of the Digest, HMC has designed, conducted, administered, analyzed and reported on a multitude of electronic market research surveys¹ for a multitude of clients, including:

Sanofi-Aventis

- Asthma cost model
- Taxotere
- Axcan
- Gastroenterology
- Cystic fibrosis

Sanford Bernstein²

- PPI market
- HIV
- MS
- Dialysis centers

Pfizer

- Cancer Web portal

Serono, Inc.

- MC status
- Branding and message testing
- Injectables

Genentech, Inc.

- Growth hormone
- Rituxan RA
- Raptiva

Oncology Specific

¹ HMC ran these surveys from start to finish, which included (a) coordinating with the client to identify survey participants; (b) crating survey questions based on our own market knowledge; and (c) creating materials for participants/terms governing the survey (invitation letters, W-9 Forms, Survey Terms, survey questions).

² Sanford C. Bernstein & Co., LLC ("[Bernstein](#)"), is a premier investment-management company, known for its superlative global investment research to institutional investors such as pension managers, mutual funds, banks and insurance companies. At the core of Bernstein's research brand are its highly respected "black book" reports, which analyze, in-depth, the fundamental company and industry dynamics that affect an enterprise's evaluation and stock-price movements. HMC's market surveys provided the core data for Bernstein's reports and recommendations.

Prior Experience and Expertise: Design and Production of Print, Electronic and Online Marketing Materials

As demonstrated in **Attachment B**, HMC and its affiliates have extensive—and award winning—experience in this highly competitive field. HMC achievements include awards for integrated marketing programs and websites.

Outsourcing Relationships

HMC has not yet identified its outsource partners for this project. HMC anticipates that it will outsource printing and CD production functions. HMC may also outsource some or all of the graphic design and layout elements of this project.

In any event, HMC will, as always consider these third-party commitments as pass-through costs to EMD Serono, without additional mark-up. HMC may however, charge, as a separate budget line item, a project management fee for some or all of the outsourced functions.

Prior Experience: Partnering with Consultants

All partners serve the Client. Interactions must be grounded in an unwavering commitment to professionalism, quality, the Client and the Project.

The challenges of partnering with a consultant include:

- Overcoming differences in culture, approach, and style
- Communicating clearly as to the client's underlying strategy, goals, and instructions
- Transforming "turf wars" into mindshare
- Client contact: the consultant's role as spokesperson/gatekeeper to the Client-agency access denied?

The interactions between the consultant and HMC—even those that are contentious—are of no consequence to the Client, and can in fact become impediments. HMC's approach is that all partners serve the Client, and for the Client, everything must be seamless.

HMC believes that the key is always communication: candid but cordial discussions, all grounded in an unwavering commitment to professionalism, quality, the Client and the Project. HMC personnel are available to our partners by cell phone and e-mail virtually 24/7. This practice is also followed in general to address "hotline" issues.

This approach has been put into practice successfully on all prior editions of the Digest. Our relationship with Rxperts, even under intense time pressure and in the face of "creative tension", has always been professional, cordial, and aimed to toward the common objective.

Prior Experience: the EMD Serono Injectables Digest

The most telling qualification for HMC: its performance—since inception—on the Digest. HMC is proud to have played a pivotal role in delivering an exemplary resource that has helped to solidify and enhance EMD Serono's image and standing as biotech market leader.

The most telling qualification for HMC is our prior performance on the Digest since its inception. HMC is proud to have played a pivotal role in producing what has rapidly evolved into a "go to" evergreen resource for healthcare professionals that has solidified and enhanced EMD Serono's image and standing as biotech market leader.

5. Implementing the Project: General

HMC proposes to implement this project, on the agency side, in essentially the same manner as the previous three editions of the Digest, with the additional recommendations stated below.

6. Implementing the Project: Client Contact and Coordination

Our editing personnel copy team should participate in all meetings between the Client and the consultant who writes the draft Digest copy. This will help to focus and tighten the publication, and eliminate at least one round of writing, review and revision, resulting in production efficiencies, cost savings, and earlier delivery.

7. Implementing the Project: A Plan for Promoting the Digest

HMC believes that the current promotional efforts in support of the Digest fall short of its stature and aspirations. HMC strongly recommends a dramatic expansion of these efforts.

The RFP calls for the design, production and distribution of a pre-publication direct mail teaser (~3000 pieces) and a website landing page to capture response to this direct mail. These items, although advisable in concept, do not go nearly far enough.

HMC, in fact, believes that the current promotional approach for the Digest, as reflected in these two elements, fall short of the Digest's stature and inspirations. HMC therefore strongly recommends a dramatic expansion of these efforts.

Promotion Plan for EMD Serono Injectables Digest™, 4th Edition

Introduction

HMC recommends and proposes that EMD Serono promote the Digest in general, and the 4th Edition in particular, to reinforce and solidify the image and standing of the Digest as the preeminent resource for unbiased and current information on the injectables/specialty pharmacy marketplace. This initiative will align with, and also reinforce, the image and standing of EMD Serono as a leader in biotech innovation and education.

In support of these objectives, this Promotions Plan is designed to build on the positive feedback from the Third Edition and the April 2007 AMCP, by powerfully imprinting, expanding, and accelerating awareness of Digest. This will be pursued through an array of multi-channel steps to maximize impressions and contacts engaging the interest of key healthcare decision-makers.

The basic methodology for this Plan is to:

- Support and enhance the core messaging:
 - EMD Serono is the market leader in biotech innovation and education, offering unique and valuable tools and resources to the injectables/specialty pharmacy marketplace.

- o The *EMD Serono Digest* is the "go to" resource for unbiased and current information on the injectables/specialty pharmacy marketplace.
- o EMD Serono is managed care's "go to" partner for injectables/specialty pharmacy.
- Spread and imprint these messages through multiple channels and astute placement.

Plan Components

The Plan consists of multiple components.

1. E-mail Blasts

Background

Typically, Internet-centric persons react to direct e-mails. Direct e-mails will raise real-time awareness of the Digest, and can also drive traffic to a specified website.

Recommendation

An e-mail campaign can be rather quickly put together and deployed.

The Digest will be introduced (or reintroduced), as the case may be, and traffic to the appropriate website (if applicable) driven, by a targeted e-mail campaign. The targeted recipients will number in the thousands, and would be culled from purchased e-mail lists, EMD Serono's lists, and HMC's own extensive e-mail database.

- HMC would create an initial "Bulletin" announcing the 4th Edition's roll-out, inviting the recipients to order a copy of the 4th Edition (when available) and the previous editions, and if desired, to visit the EMD Serono Website (through an embedded link). The Bulletin will be branded, identifying EMD Serono as the sponsor of Digest. (See mock-up below)
- HMC would create a timed series of two follow-up "Digest Data Blasts", sent to essentially the same recipients, containing intriguing "did you know" nuggets of data, inviting the recipients to order a copy of the 4th Edition (when available) and the previous editions, and if desired, to visit the EMD Serono Website (through an embedded link). The Bulletin will be branded, identifying EMD Serono as the sponsor of Digest.

	Bulletin > EMD Serono Injectables Digest™ > 4th Edition
Dear healthcare colleague: Are you keeping pace with the ever-evolving biologics market? As a recognized market leader firmly committed to biotech innovation and information, EMD Serono is proud to sponsor the EMD Serono Injectables Digest™, 4th Edition. This edition, like the first three—delivers comprehensive, objective, and current data about specialty drugs and their management—all designed to help you keep pace with this dynamic marketplace and ultimately better manage specialty drugs. For a copy of the 4th Edition, we invite you to contact your local Managed Care Representative or click on this link: http://www._____. Cordially, EMD SERONO, INC.	

HMC recommends that the initial Bulletin go out 60 days before Spring 2008 AMCP, followed by two monthly Digest Data Blasts, and another fourth and final e-mail (at a time to be discussed) announcing the upcoming release of the 5th Edition.

Timeline to develop first e-mail blast: 120 days before Spring 2008 AMCP (subject to EMD review and approval process).³

2. Direct Mail-BRC

Background

Direct mail—even in this electronic age—can have high impact when properly targeted. A multi-wave direct mailing campaign will introduce the Digest, create market awareness, identify interested persons, and establish a foothold for follow-up contact and relationship building with these prospects.

Recommendation

On parallel track with the e-mail campaign, a two-wave BRC campaign directed to carefully targeted recipients, such as:

- Senior healthcare executives.
- Payer, plan, and provider decision-makers, including medical directors and pharmacy directors.

The first BRC would introduce the Digest and EMD Serono's sponsorship, offering a "nugget" of data, and containing a check-off for obtaining a copy of the current edition of the Digest (and perhaps prior editions). An invitation to contact EMD Serono account managers and to visit the appropriate website (if applicable) will also be included. The second BRC would be directed to non-responders, and would offer more data and information about the Digest and its potential utility.

Specifications/Services

- BRC Card: four-color bi-fold with perforated BRC; folded size: approximately 5 " x 7"

Timeline for BRC design/development: 120 days before AMCP Spring 2008.

- Roster of recipients to be culled from EMD Serono mailing list, HMC database (no extra charge), and purchased list of medical and pharmacy directors (n=3738). Total roster of recipients = approximately 4,700.⁴
 - For other specifications and services, see the budget breakdown contained in **Attachment A**.
-

³ This timeline, and all other timelines stated in this Proposal are subject to the EMD Serono review and approval process, including legal and regulatory review (as applicable).

⁴ If EMD Serono desires to expand the universe or number of recipients, this must be separately discussed and negotiated, and reflected in a separate SOW.

3. Journal Advertising

Background

Advertisements placed in prominent periodicals with targeted circulations will increase exposure for, and market penetration of, the Digest with the appropriate audience—health plan CEOs, CFOs, Medical Directors/Chiefs of Staff, Multi-Hospital Systems Executives, Directors of Managed Care, HMOs, and also those in the government sector. These advertisements will also graphically reinforce EMD Serono's commitment to effectively address the identified need for unbiased, current data on the injectables/specialty pharmacy marketplace.

Moreover, research has shown that journal advertising (a) has a higher ROI than detailing and (b) increases the efficiency of detailing when both are used in tandem.

Recommendation

HMC would create two (2) different ads, to be placed as a series of two (2) in three (3) selected publications (with the selection to be mutually agreed by EMD Serono and HMC) such as:

- *American Journal of Managed Care*
- *Hospitals and Health Networks*
- *Journal of Managed Care Pharmacy*
- *Managed Care*
- *Managed Care Interface*
- *Managed Healthcare Executive*
- *Modern Healthcare*
- *Pharmacy & Therapeutics*

For the number of impressions relating to each of these publications, see the table opposite.

The advertisements would be one-page layouts that call attention to the Digest and EMD Serono's sponsorship, offer a sample of the data, emphasize their utility, and prominently display where and how to get more information. A call to contact EMD Serono account managers and to visit the EMD Serono/EMD Serono Digest website (if applicable) will also be included.

JOURNAL	CIRCULATION/ IMPRESSIONS
American Journal of Managed Care	49,745
Hospitals & Health Networks	70,000
Journal of Managed Care Pharmacy	15,500
Managed Care	44,016
Managed Care Interface	21,420
Managed Healthcare Executive	41,800
Modern Healthcare	71,560
Pharmacy & Therapeutics	48,500
TOTAL	362,541

4. CME/ACPE

Recommendation

To add to the recognition, credibility, and prestige of the Digest, HMC proposes a CME/ACPE Program built around specialty pharmacy, and incorporating data from the Digest.

Services

- HMC will work with a selected thought leader in specialty pharmacy to develop a program outline and a written continuing education document for physicians and pharmacists.⁵
- The document will be at a length sufficient for 1 to 2 hours of continuing education credit for both physicians and pharmacists (approximately 10 to 15 pages, sized 8.5 x 11).
- HMC would provide editorial support.
- The draft document will be reviewed by specialists in the fields of medicine and pharmacy (and if applicable nursing).
- HMC will facilitate the accreditation process with the chosen author and selected sponsoring institutions, such as The Massachusetts College of Pharmacy in Boston, MA, The Boston University Medical School, and the University of Florida.
- Following accreditation, HMC will professionally design the deliverable and print 2500 copies. (This quantity is intended to include those to be retained by the sponsoring institutions).

If desired by EMD Serono, the CME component can be restructured and re-priced as either an online Program or an off-line CD-ROM Program.

Estimated Timeline

- First draft of CE Program piece - 90 days from notice to proceed from EMD Serono
- Accreditation process - 30 days
- Layout/design - 7 days
- Printing/binding/shipping - 7 to 10 days

5. Association Meetings

Background

Association meetings (in addition to AMCP, Spring 2008) offer valuable opportunities for direct personal contact with many of the same healthcare and managed care leaders to whom other targeted communications have been sent. The very attendance by those leaders suggests their receptivity to information—in this case, about EMD Serono's commitment to innovation and education in the biotech arena. The pre-meeting registration list can be used to identify direct mail and/or door-drop targets.

This personal interaction will not only build confidence in and momentum for the Digest, but will also allow EMD Serono to obtain real-time feedback on the Digest.

Recommendations

- Maintain or establish a prominent presence, in addition to AMCP, one or more other notable meetings, such as:
 - NMHCC (National Managed Health Care Congress)
 - DMAA (Disease Management Association of America)

⁵ This program can also be expanded to include nurses, if desired.

- AAHP (American Association of Health Plans)
- AMDA (American Medical Directors Association)
- Conduct a symposium/focus group at each meeting (including at AMCP, Spring 2008)⁶

Services

- Create and produce collateral materials emphasizing the uniqueness and value of the information in the Digest.
- Create a door-drop flyer (a one page, two-sided fact card inviting attendees to the symposium/focus group).
- Develop and submit for approval abstracts and other materials (if required).

6. EMD Serono Injectables Digest™ Website

Background

It is axiomatic that more and more people, including professionals in the healthcare arena, turn to the Internet for their news and information. For businesses and business initiatives of all stripes, an Internet presence has in effect become an entry-level consideration, a fundamental—a "must have".

EMD Serono's messaging around the Digest, which points to EMD Serono's institutional commitment to innovation and to meeting unmet needs in medicine and in education, and to the Digest as part of that tradition, is not now being reinforced on the Internet. In fact, the EMD Serono corporate website, <http://www.emdserono.com>, accessed on July 30, 2007, makes no mention at all of the Injectables Digest series or the launch of its Third Edition.

This is a glaring need: in order to more visibly and graphically manifest EMD Serono's commitment, and to more forcefully establish the Digest's visibility as an evergreen, preeminent resource, an Internet presence is essential.

Clearly, a stand-alone website will deliver powerful market impact—and is therefore strongly recommended. The strategic thinking here is similar to that reflected in the following stand-alone websites:

- EMD Serono's MSLifelines™, <http://www.mslifelines.com>, and Fertility LifeLines™ websites, <http://www.fertilitylifelines.com>.
- The sanofi-aventis Managed Care Digest Series®, <http://www.managedcaredigest.com>. That said, it is recognized that the Managed Care Digest Series has a much longer history than the Injectables Digest, and is in effect its own brand; the extensive applications, offerings, and connectivity on the Managed Care Digest Series website is somewhat aspirational for Injectables Digest. But nevertheless, the Injectables Digest needs a credible stake in e-commerce ground.

Recommendation

Establish a permanent recognition foothold, and a marketplace focal point, for the Digest with a basic stand-alone website—but position it to be scalable as the Digest evolves and the initiative expands with more data, and with other tools and applications.

Services

HMC would develop a website consisting of the following:

⁶ HMC can also arrange the symposia itself and related meeting events (such as meals and special live speakers) via a separate SOW.

- A welcome page, consistent with the look and feel of the Digest.
- 8-10 pages of static content,⁷ with frames having consistent look and feel, and including background and introduction text, and selected essential data highlights and graphics.
- Access to downloadable PDF copies of all editions of the Digest, and capability to order hard copies.
- Access to one or more downloadable Power Point slide presentations.
- A link to the EMD Serono corporate website.

All design and programming will be done using the appropriate combination of software, including Macromedia Dreamweaver, Flash & Shockwave, Adobe Photoshop & Illustrator and Microsoft Word.⁸

Development of the Website would proceed in Phases, as follows:

Phase 1

Develop three comp welcome page images for review and approval by EMD Serono.

Timeline: 30 days after notice to proceed.

Phase 2

Develop content in consultation with EMD Serono.⁹

Timeline: can be pursued on a parallel track with Phase 1, and completed 60 days after notice to proceed.

Phase 3

Develop a beta site. The beta site will be a working model of the final site, with all pages, graphics, functionality, and content available for testing and approval by EMD Serono. Any necessary minor revisions and adjustments will be made.

Timeline: 45 days after content is approved.

Phase 4

Following approval of the beta site, the site will be officially launched. An e-mail blast will be sent out announcing the launch and containing a link.

Timeline: 10 days after the beta site is approved.

8. Fees and Payment Terms

Publication and Related Deliverables

HMC's fees for this part of the project will be invoiced and payable as follows:

- (a) \$ [REDACTED] when a Statement of Work is signed.
- (b) \$ [REDACTED] when the 4th Edition is submitted for copy review.
- (c) \$ [REDACTED] when all Deliverables have been completed and accepted by EMD Serono.

⁷ Interactivity elements such as data searches and comparisons, report generating capability, and separate access and materials for account managers, can also be included—and are also strongly recommended—if not now, then in the near future. However, these customized features are beyond the scope of this Plan, and must be separately discussed and negotiated.

⁸ This Plan does not include hosting the Website. If EMD Serono desires to engage HMC to host the Website, the engagement must be reflected in a separate SOW.

⁹ Assumes two rounds of discussion and revisions.

Promotion Plan

For each component of the Promotion Plan selected for execution by EMD Serono, invoices will be submitted and payable as follows:

- (a) 50% when a Statement of Work is signed for the selected components.
- (b) 50% when the deliverable (or as applicable, the copy review version of the deliverable) for that component is delivered to EMD Serono, except that:
 - (i) In the case of multi-wave or multi-cycle deliverables (such as direct mail and e-mail blasts), the 50% balance will be billed and paid proportionately, based on the number of such waves or cycles. **(Example:** for the 2-wave direct mail campaign, the 50% would be billed and paid at the time of each wave @ $50\%/2 = 25\%$.)
 - (ii) In the case of the Website (if selected by EMD Serono), the 50% balance will be billed and paid when the Website is launched.

Expenses

HMC will be reimbursed at cost for all out-of-pocket expenses (including expenses for travel, meals, lodging, printing materials, messenger and overnight courier service) that HMC incurs in performing this work. These expenses will be reimbursed upon HMC's invoice, accompanied by paid receipts. However, all travel must be requested or approved in advance by EMD Serono. Reimbursable expenses will be invoiced as and when incurred.

Due Dates

Payment will be due within 30 days after invoice.

Cost Mitigation

For HMC, there is no learning curve here.

Continuing the relationship that is now in place with HMC assures maximum project efficiency, and with it, cost savings. For us, there is no learning curve. Moreover, our small size (7+ employees) preclude layers of bureaucracy and duplicated effort, and means that the most senior personnel in the shop will have hands-on contact with this project.

9. More About HMC

For more detailed information about the diverse capabilities of HMC and its affiliates, please see [Attachment C](#).

Profile

HMC offers singular expertise about the interrelationships between pharmaceutical and biotech companies (and their products), the managed care market, and the managed care customer. This expertise translates into uncommon, high-resolution insight, in two arenas:

- A full service, strategic, and creative healthcare agency—an award-winning agency—that delivers memorable imagery and impressions.

- Client-specific, market segment-specific, customer-specific, and product- or brand- specific consulting and planning, including strategies, promotion, market research, and education.

HMC is part of The MCM Group. HMC was formed in 1999, as a natural complement to and outgrowth of the original core business of its affiliate, Managed Care Measures, LLC. Our clients recognized that the well-rounded expertise, strategic insights, clinical understanding, and creative thinking that had become the hallmarks of MCM, could be readily applied to other areas of vital concern to them, and simply put, asked us to take on various other projects.

Despite our relatively brief history, HMC has evolved into a formidable, double-barreled advertising and consulting enterprise. We have indelibly learned that even though all of our clients may have certain challenges in common, those challenges are nevertheless distinctive to each—"common" does not equal "commonplace." This lesson reminds us that to continue to set ourselves apart, we must unfailingly, without compromise, and for each project and for each client, deliver uncommon solutions.

Products/Services/Capabilities

- Strategic Planning/Business Development
- Market Research/KOLECT™
- Professional Communications
 - Formulary Kits
 - Monographs
 - Sales Aids and Promotion
 - Slide Kits
 - Education Initiatives
- Marketing/Communications
 - Branding
 - Advertising
 - Direct Mail
 - Internal Communications
 - Journal Articles/Supplements
- Meetings and Events
 - Advisory Boards
 - Association Meetings
 - CME
 - Training programs

What Makes HMC Different?

The difference is "real world" insight...

HMC team members have decades of business experience—at senior levels.

As it specifically relates to the pharmaceuticals business, this experience has been earned "hands on," through experience with P&L or DOA responsibility in the managed care, marketing, sales, brand and product arenas. The team also includes scientifically, medically and clinically trained PharmDs, and seasoned attorneys.

While accumulating this body of experience, we have sat in the same chairs as our clients. We know—and relate—to them. And to *their* customers. We are acutely attuned to the profound complexity extant in the healthcare universe: revolutionary medical advances, proliferating regulation, competitive pressures, and inflating health care costs all co-exist in the same space. We recognize the advent of the Evidence-Based Medicine movement, HIPAA, the OIG Guidelines, and the recent Medicare overhaul, and perceive how

these significant changes impact our clients' business, and their **unchanged** goal: to profitably sell their products. They seek our advice on these topics.

With this singular combination of technical and practical expertise, we bring to the table unmatched intelligence about the interrelationships among pharmaceutical companies, their brands and products, the managed care market, and the managed care customer. Simply put, we bring our clients **“real world” insight**.

Internal Review and Approval Process

HMC puts its uncompromising commitment to quality into practice every day. It is our standing policy that before any deliverable is sent to a client, it must be reviewed at least three times internally, at the following levels:

- Project management.
- Senior Director of Operations.
- Science/technology (as appropriate to the project).
- Creative/web design (as appropriate to the project).
- Sales/account management.
- Senior Vice President (senior copywriter/editor).
- General Counsel (as appropriate to the project).

Each deliverable is trafficked briskly through the organization by the project manager, under the direct supervision of the Senior Director of Operations.

Finally, as the last step before actual delivery to the client, the deliverable is reviewed and signed off by HMC's President and CEO.

These layers of scrutiny assure quality—without sacrificing turnaround speed. HMC's entire internal review process usually takes **less than three business days**.

References

As requested in the RFP:

- **Current clients include:**
 - Solvay
 - Wyeth
 - Genentech
 - BiogenIdec
 - Galderma
- **Accounts similar to EMD Serono**
 - Genentech
 - BiogenIdec
- **Current, long term customer**
 - Wyeth
- **Current customer implemented in the past 2 years**
 - BiogenIdec
- **Former customer**
 - Sanofi-Aventis

Services and Operations

Here is HMC's definition of large, mid-size and small accounts:

Category	Based on Client Revenue	Based on HMC Revenue
Large	\$1 billion +	\$500,000+
Mid-size	\$250 million - \$1 billion	\$100,000 - \$500,000
Small	below \$250 million	below \$100,000

That said, by any measure, HMC's current relationship with EMD Serono is of primary importance to HMC, and HMC has no higher priority than preserving and growing that relationship.

HMC has no higher priority than preserving and growing its relationship with EMD Serono.

10. Master Services Agreement

HMC and EMD Serono already have in place a signed Agency Agreement dated as of January 1, 2003. The work described in this Proposal can be readily and rapidly mobilized by way of SOWs to the existing agreement.