

# Contents

## The Rise of Mid-Sized Pharma

### Chapter 1: Introduction

- 1.1 *Investors Cotton On*
- 1.2 *New Competition*
- 1.3 *A Paternalistic Industry*
- 1.4 *Getting in Shape*
- 1.5 *New Business Models*
- 1.6 *The String of Pearls*
- 1.7 *References*

### Chapter 2: What is Middle Pharma?

- 2.1 *2007 Mid Pharma*
- 2.2 *2007 US Mid Pharma Sales Growth*
  - 2.2.1 *2007 Europe Mid Pharma Sales Growth*
  - 2.2.2 *2007 Japan Mid Pharma Sales Growth*
- 2.3 *Tables Ranked by 2007 Sales Revenues Comparing Big & Middle Pharma Totals*
  - 2.3.1 *Big Pharma Financials – Revenues*
  - 2.3.2 *Big Pharma Financials – Net Income*
  - 2.3.3 *Big Pharma Financials – Price Earnings Ratio*
  - 2.3.4 *Big Pharma Financials – Market Capitalisation*
  - 2.3.5 *Mid Pharma Financials – Revenues*
  - 2.3.6 *Mid Pharma Financials – Net Income*
  - 2.3.7 *Mid Pharma Financials – Price Earning Ratio*
  - 2.3.8 *Mid Pharma Financials – Market Capitalisation*
- 2.4 *Enormous Diversity*
- 2.5 *A Question of Scale*
- 2.6 *A Question of Focus*
- 2.7 *A Question of Efficiency*
- 2.8 *Big & Middle Pharma Tables Ranked by 2007 Sales Revenues*
  - 2.8.1 *2000-2006 Mid Pharma SG&A*
  - 2.8.2 *2000-2006 Mid Pharma R&D*
  - 2.8.3 *2000-2006 Mid Pharma Employees*
  - 2.8.4 *2000-2006 Big Pharma SG&A*

- 2.8.5 *2000-2006 Big Pharma R&D*
- 2.8.6 *2000-2006 Big Pharma Employees*
- 2.9 *The Japanese Companies*
- 2.10 *A Great Place to Work*
- 2.11 *References*

### **Chapter 3: A Matter of Scale**

- 3.1 *The Value of a Good Reputation*
  - 3.1 *Big Pharma US Sales as a % of Group Sales*
    - 3.1.1 *Mid Pharma US Sales as a % of Group Sales*
- 3.2 *The Consumer Voice*
- 3.3 *A Global Trend*
- 3.4 *Increased Regulation*
- 3.5 *Critical Path Initiative*
- 3.6 *New Regulatory Controls*
- 3.7 *A Matter of Scale*
- 3.8 *Collaboration, Collaboration, Collaboration*
- 3.9 *References*

### **Chapter 4: Reinvention of the Titans**

- 4.1 *A Tipping Point*
- 4.2 *Downsizing of the Titans*
  - 4.2.1 *Announced Job Cuts in the Drug Industry (2000-2007)*
  - 4.2.2 *Announced Job Cuts at Top 15 Companies*
- 4.3 *Jostling for Position*
- 4.4 *The Challenge of Change*
- 4.5 *Sales & Marketing*
- 4.6 *Big, Not Necessarily Bad*
- 4.7 *References*

### **Chapter 5: Getting the Business Model Right**

- 5.1 *Thinking Small Gets Results*
- 5.2 *Who Says Elephants Can't Dance?*
- 5.3 *Focus on the Titans*
- 5.4 *Greater Collaboration*
- 5.5 *The Influence of Private Equity*

- 5.6 *Which Business Model Works Best?*
- 5.7 *Johnson & Johnson*
- 5.8 *The Private Equity Perspective*
- 5.9 *References*

## **Chapter 6: Innovation, Innovation, Innovation**

- 6.1 *Science as a Leveller*
- 6.2 *A Collaborative Future*
- 6.3 *Fitness for Purpose*
- 6.4 *Niche Markets*
- 6.5 *Convergence*
- 6.6 *The Patient Voice*
- 6.7 *Walking Tall*
- 6.8 *References*