Pharmaceutical manufacturers are facing significant changes. According to a prominent analyst they are encountering increased competition from generic products; growing regulatory requirements; and pressure for more innovative, retail style communications with doctors and consumers. In addition, many of the industry’s leading companies need to revamp their long-standing “siloed” business operations and invent ways to streamline their lengthy R&D cycles.

One pharmaceutical company is already turning these market challenges into competitive advantage. This Fortune 500 company began to fundamentally change the way its 50,000 globally dispersed employees work. Its goal was to increase innovation, shorten response time and reach new levels of efficiency across the enterprise by encouraging its people to operate more collaboratively across organizational boundaries.

The initiative combined organizational changes, process innovation and new enabling communication and collaboration technology.

At the core of the enabling technology was integrated voice, Web and video collaboration. The company standardized on converged conferencing from AT&T and deployed it to all 50,000 employees globally. AT&T Connect® equipped every employee to conduct more frequent and effective conference calls, virtual business meetings, virtual training sessions and Web broadcasts – internally and externally – with any number of colleagues, customers, suppliers and partners around the world.

The company adopted a pragmatic approach in launching this sweeping cultural and operational change initiative. The project was funded through a travel reduction program. Key business processes were selected as initial focus areas to create visible proof points for the rest of the organization. The enabling virtual conferencing and collaboration technology was evaluated for simplicity, scalability, rapid deployment without a large infrastructure investment, security services/features and a cost model that encouraged rather than discouraged usage growth. AT&T Connect met these requirements and was chosen as the live conferencing and collaboration standard for employees around the world.

The initial results exceeded expectations. In just nine months, early AT&T users uncovered travel and project savings worth nearly $2 million. Strengthened relationships and shortened project cycles were realized across the company’s management, clinical research, finance, sales, compliance and other operations. The new virtual mode of collaborating created a strong positive buzz within the company, reinforcing management’s message about the benefits of operating globally as a single team. Some of the key results are summarized below.

<table>
<thead>
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<th>Research and Clinical Process Improvements</th>
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<td>A top priority for pharmaceutical manufacturers is to increase product innovation while also meeting high standards for process and data compliance.</td>
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<td>The company’s medical and professional staff applied AT&amp;T virtual meetings to reduce local and long distance travel, face-to-face internal meetings and on-site visits from busy practitioners in activities related to product reviews, trial launches, and data and process management. In addition to the cost savings, the staff found that virtual collaboration technology also helped to improve the cycle times of these activities.</td>
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### Global Pharmaceutical Manufacturer

AT&T is the corporate standard for live collaboration for 50,000 employees of a Fortune 500 global pharmaceutical manufacturer.

| Revenue: $11 billion |
| Employees: 50,000 |
| Locations: 150 offices worldwide |
| Business reach: Prescription, consumer and animal health products in more than 120 countries |
Trial Launches
A project manager for globally based human trials utilized AT&T Connect® to add an innovative “virtual” dimension to clinical trials. She used converged conferencing to streamline the selection of qualified staff (internal and contracted) for clinical investigations, reducing the time required to set up new trials. Through web meetings, she also improved participation in trial reviews and enhanced her team’s effectiveness in sharing nonpublished interim results. For trial reviews, such virtual interaction eased the difficulty of finding convenient times for external investigators to participate, by eliminating their need for travel. Because external investigators are often practitioners, it is difficult for them to attend meetings around the pressures of managing their patients.

In just nine months, AT&T users uncovered travel and project savings in the millions.

Trial Fulfillment
A team leader overseeing safety tests of new drug products used AT&T Connect to streamline his expanding operations. New laboratory sites opened during the year, adding significantly to his group’s responsibilities. The increased responsibilities meant traveling by car between three sites, as many as 90 times per week for himself and his team members. Holding the team meetings virtually saved the group nearly 200 hours per month of wasted commuting time and eliminated thousands of dollars in local travel costs.

Data and Process Management
A clinical procedures coordinator used real time, virtual meetings to develop and communicate corporate and regulatory operating procedures to colleagues and investigators engaged in clinical activities. Because review sessions could be easily attended from work, home, a hotel room – even a car or an airport – colleagues attended more frequently and the quality of the discussions improved. Having everyone present at the same time to understand, debate and modify the new processes led to better processes, reduced implementation delays and fewer mistakes. Not having to travel to disseminate her processes regionally further accelerated the speed with which the new procedures took effect.

Marketing and Sales Effectiveness
Pharmaceutical companies market extensively to healthcare organizations, practitioners, hospitals, pharmacies and, increasingly, consumers to ensure acceptance of their products. Dozens of trips over many months may be necessary to reach and educate the decision makers of just one healthcare provider before a new drug is accepted into the group’s formulary. Without acceptance by healthcare plans, the company’s drug is unfunded for consumers, dramatically reducing its sales potential. In this process, the ability to deliver high-quality information quickly and in a timely manner is critical.

Formulary Marketing
One medical sales liaison described the benefits of using AT&T Connect® in these terms: “Getting the virtual meeting capability was critical for us because it heightened our ability to respond quickly and effectively. Interestingly, because the virtual meetings are so convenient, it has even allowed us to successfully initiate our own requests for meetings with providers in instances where a face-to-face visit would typically be declined. Since using AT&T didn’t require any travel or advance preparation on our customers’ part, they were more willing to ‘meet’ with us.”

In one example, a formulary review for coverage of a new drug in multiple states was nearing the final stages of completion. It became evident to the pharmaceutical company that evaluators were making their decision with incomplete information. Although a face-to-face meeting request would likely have been declined, a request for a virtual meeting over AT&T Connect was accepted. Various experts from throughout the company attended the meeting virtually to provide expert-level information. The presentation made such a positive impression that one of the evaluators promised to disseminate the data to the providers’ entire review team in order to ensure everyone’s understanding of the product.

Operations Enhancements
Finance Systems Training
One country finance manager used her new AT&T Connect capabilities to migrate more than 300 field employees to new expense systems and procedures. The results were immediate and impressive: training time to roll out the new processes was cut in half, and employees’ implementation errors dropped. Virtual conferencing also allowed her to begin the transition faster for field offices. Previously, she had to wait for regularly scheduled quarterly meetings to begin a system roll out. By offering live, virtual sessions, she was also better able to accommodate employees’ complex schedules, expediting the process.

Travel Cost Reductions
Because the company’s business grew substantially, the need for travel also was on the rise. Having AT&T Connect to use in lieu of both global and local travel, particularly short overnight trips, gave employees a way to mitigate this growth while enhancing overall collaboration. Examples include travel expense reductions for new drug trial launches, marketing to national health providers, managing compliance and short distance trips between local sites.

One Company, One Culture, One Team
The global collaboration project’s early success in bridging long-standing work “silos” and evolving the culture toward greater interactivity surprised even its champions. A number of activities contributed to this success.

Management Leadership
Significant credit belongs to the company’s management team, who “walked the walk” on a daily basis by using the new collaboration tools to run staff meetings and to replace certain types of high travel, face-to-face meetings with virtual sessions.
Town Hall Meetings
In addition to their normal staff meetings, the executive team sponsored large “town hall” events involving hundreds of employees from multiple organizational groups. In one example, a global product division leader used the AT&T Connect® virtual seminar mode for regular town hall meetings for his several hundred employees. He cross-pollinated the sessions by inviting service experts from other parts of the company to educate his group on resources, processes and activities taking place elsewhere in the larger organization. The executive summed up his perspective by observing: “When you run a large operation, you want to find a way to touch everyone. Having events like these with AT&T Connect allows me to communicate to everyone at the same time, with the same message.”

Positive Buzz
These early successes generated positive momentum for the desired cultural and operational changes at all levels of the organization. As the early adopters talked about their experiences with colleagues, the hallway buzz focused on the following experiences:

- Improved results: Participants cited faster completion of projects; higher-quality input, discussions and outcomes; more effective buy-in by those required to implement decisions; and greater satisfaction with the process.
- Broader participation: People who could not attend physical meetings were able to attend virtually. Meeting attendance improved as did the quality of discussions, consensus building and the time required to disseminate information.
- New, improved relationships: Virtual interactions allowed people to meet and build relationships with new colleagues. These relationships improved the quality of the substantive work being done as well as raised the personal satisfaction of the participants.
- Time and cost savings: From extended trips to micro-travel, the savings in both time and money were clear and substantial.

Summary
The combination of a visionary CEO, a committed management team and the innovative application of virtual collaboration is bringing significant benefits to this Fortune 500 pharmaceutical company. Cost and time savings from travel reduction are providing visible, quantifiable benefits that get the attention of both working teams and managers across the organization. Of even greater value are the improvements in business process quality and effectiveness reported by the initial adopters of the collaboration initiative. For this global pharmaceutical manufacturer, the transformation from operational silos to a cohesive team, is fostering the increased innovation and agility necessary for the company to turn market challenges into competitive advantages.

For more information contact your AT&T Representative or visit us at www.att.com/business.