



Steve Ferguson, left, Steve Turley, right

At the core of it

Lundbeck UK is growing at a faster rate than the rest of UKplc. We find out what makes the company tick

Talk to Lundbeck's Steve Turley and Steve Ferguson and they won't shy away from telling it like it is – the UK market is a challenge but there are opportunities to be had. And they clearly mean business.

"We're not a top 10 pharma – we're not aiming to take the place of the world's AZs, Mercks and Pfizers. But," explains Steve Turley, managing director, "we are a highly successful medium-sized pharma company". And more than that – we have a real "hunger and appetite" to become the leading company in psychiatry and neurology, in order to address the major unmet needs in this area.

"It's clear the UK market is an enormous challenge," says Turley, "with low uptake of new medicines yet some of the lowest prices in Europe. That said, there are still significant opportunities within the marketplace. We can see there is a lot of headroom to grow our business in the UK market by working with our stakeholders and embracing challenges instead of having our head in the sand. We are confident we have products that fill unmet need in a unique way."

Indeed, when competitors' pipelines might be struggling, Lundbeck's is anything but dire. Six drug candidates in Phase III trials and five in Phase II – complementing a strong portfolio today – are spearheaded by the leading antidepressant, Cipralext (escitalopram). And all on top of a 32% global rise in profits for the start of 2010.

Expanding product horizons

Lundbeck focuses exclusively on diseases of the central nervous system. It may come as a surprise to some, but this doesn't mean just maintaining the traditional focus on depression, anxiety, and Alzheimer's disease. Lundbeck's

pipeline covers stroke, insomnia and even alcohol dependency.

The three most exciting products in the pipeline are all in Phase III trials. First up is LUAA21004, the first specifically designed anti-depressant for multi-receptor sites. Second is desmoteplase for ischaemic stroke, based on a chemical found in the saliva of vampire bats that can catalyse the conversion of plasminogen to plasmin, the enzyme responsible for breaking down fibrin blood clots. This drug could extend the normal therapeutic time window, offering a life-saving opportunity for more patients. But by far the most exciting drug in the pipeline is nalmefene, a specific opioid receptor antagonist for the treatment of alcohol dependency. Studies to date suggest this orally administered drug is highly effective at reducing the need for alcohol.

With CNS-related conditions at the forefront of health professionals' minds, policy topics and government strategy, says Turley, "we, as specialists within the area, hope to punch above our weight and address the policy issues". It's about talking with credibility and expertise, he reveals, and developing a business-to-business relationship with the NHS to ensure the drugs the company develops work with the UK's health and social policies.

To help it achieve this aim, Lundbeck UK has become sharper at market access and key account management, while also implementing its so-called 'CORE principles' – clarity, opportunity, responsibility and excellence. "We can't treat our customer base as a homogenous business," Turley explains. "We need more understanding of their agenda, priorities, how they operate and how our medicine fits with their agenda. For KAM to really work we need better understanding of our customers and the skill sets to deal with that."

The days of prescriber-focused selling are gone, agrees Steve Ferguson, Lundbeck UK's commercial director. "We need an infrastructure and philosophy that directs decision-makers to enable the prescription to be sold. In the UK we've realigned resources around KAM to do just that."

KAM also links to all four CORE principles, Ferguson adds. 'C' is the clarity of vision needed to define where Lundbeck needs to compete.



'O' is seizing the opportunities and putting key accounts in place. 'R' is taking responsibility to develop the tools and skills for customer-facing in KAM, and 'E' is delivering excellence in tracking and monitoring KAM to ensure Lundbeck stands out from the crowd. "Lundbeck is about three things," he says. "The philosophy around the way we want to work, becoming that philosophy through action, and tailoring the message to key accounts."

This willingness to change and both embrace and adapt to the continuously evolving environment is what makes Lundbeck different, Turley says. "We can't grow faster than the rest if we are

doing what the rest are doing." And to sustain long-term success Lundbeck needs the right people, he adds: the type of person who is conscious of the challenges, yet at the same time takes responsibility and accountability for their actions. "The successful individual will tell the organisation it needs to change rather than wait for the organisation to tell the individual they need to change."

The two Steves have a vision – a company that is "fit for purpose" not just in the year 2010 but for years to come. "People may have a certain perception of Lundbeck that's 10-15 years old," says Turley, "but now that's about to change. We're all set for growth."



To maintain the CORE vision going forward, Lundbeck has partnered with contract sales and vacancy management company STAR to manage the company's recruitment needs. Under STAR's Master Vendor Scheme, the company takes on the tasks associated with recruiting new members of staff, leaving Lundbeck's managers free to focus on the people already within the organisation.

To register your interest please call our master vendor STAR Medical on 01225 336 335 or email gemma.head@starmedical.co.uk