

# Pharma VOICE

THE FORUM FOR THE INDUSTRY EXECUTIVE

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## ▶ The CRYSTAL BALL

We asked our readers to act as prognosticators and identify the top trends that they expect to shape the industry in the coming year and beyond. **SOME OF THEIR RESPONSES MAY ALREADY BE PART OF YOUR STRATEGIC VISION, WHILE OTHERS MAY ADD A WRINKLE TO YOUR PLANS.** Whether you agree or not with the following predictions, 2009 is sure to shape up to be a tumultuous 12 months punctuated by cost reductions, belt-tightening, and an overall mandate to do more with less.

*(Editor's Note: Predictions are presented in alphabetical order by contributor's last name.)*



### THE U.S. BREADBASKET

**Craig Scott**  
President and CEO  
*TargetRx Inc.*

Pharmaceutical companies are actively working on a new commercial model, as greater payer and patient control has altered the power structure of the industry. While the model is not yet fully defined, look for a much more holistic approach toward allocating resources across all of the factors that affect prescribing, fewer internal silos, and "account" focused sales organizations.

The significant changes in the industry and the upcoming "patent cliff" are placing even greater emphasis on effectively bringing new drugs to market. Look for much more discipline and rigor in calculating the market potential of new products, quickly separating the likely winners from losers in all prelaunch phases.

As branded product growth limps along in the United States and developed markets, the rest of the world is becoming an important growth driver, albeit with high risks. Look for increased emphasis on emerging markets, particularly ones that are strengthening intellectual property protections. But the United States is still the "breadbasket" and will continue to see the most investment for the foreseeable future.

*TargetRx Inc., Horsham, Pa., provides pharmaceutical and biotech companies with insights into the true drivers of prescribing. For more information, visit [targetrx.com](http://targetrx.com).*