

▶ 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.)

FUNCTIONAL OUTSOURCING

Glenn Bilawsky
CEO
i3

Pharmaceutical manufacturers will increasingly turn to CRO partners to manage complete functions, helping to cut costs and increase efficiencies.

Integrated, seamless technologies on the horizon will revolutionize clinical trial management by accelerating the study process to complete trials quickly and efficiently.

The emphasis on postmarketing research and safety surveillance will expand, and pharmaceutical manufacturers will leverage this research to optimize their competitive advantage and maximize ROI.

i3, a global Ingenix company, Basking Ridge, N.J., provides integrated scientific strategies and solutions throughout the pharmaceutical product life cycle. For more information, visit i3global.com.



PAYERS TAKE MAJOR ROLE
Diana Conmy
Corporate Director, Market Insights
IMS Health

Shifting stakeholder influence increases the importance of payers and patients.

The economy is now impacting the market unlike past downturns.

Higher-growth segments are tied to innovation and primarily in specialist driven and biotech areas.

IMS Health, Norwalk, Conn., reveals insights using comprehensive market intelligence. For more information, visit imshealth.com.

A CHANGING SALESFORCE LANDSCAPE

Evan Demestihis, M.D., R.Ph.
CEO
The Medical Affairs Company

Demand for healthcare products is rising dramatically because of aging



baby boomers, who also take a very active role in their healthcare. While more pressing financial sector reforms take the front seat for the next several years, substantive healthcare reform is clearly on deck and may face a Congress and administration with a mandate to enact significant changes to our healthcare system.

Big pharma companies will continue to modify their salesforce model to improve on both the quality and length of interactions between reps and physicians. Physicians want to interact with more highly trained reps focused on clinical data and evidence-based medicine. While significant reductions in traditional sales reps are well under way, several big pharma companies, to better serve the needs of their physician customers, are pioneering expansion of clinical specialist positions. This could be the salesforce of the future.

The impact of electronic technology on medicine will become more dramatic. As many as 99% of physicians are online and more than 80% say the Web is essential to the way they practice medicine. Instantaneous access to medical information through technology is the norm. Almost half of all physicians are already participating in e-detailing, most of whom consider it equal or superior to face-to-face promotion. E-communications may become the best and possibly the only way to reach the majority of physicians.

The Medical Affairs Company, Kennesaw, Ga., provides pharmaceutical, biotech, and medical-device industries a complete array of strategic and tactical medical affairs solutions, including: contract and consultative MSL programs, MSL knowledge management solutions, and medical communications services. For more information, visit themedicalaffairscompany.com.

SEA CHANGE

Glen de Vries
President
Medidata Solutions Worldwide

Clinical development is evolving from a "black box" management model relating productivity to operating expenses to one where transparency and efficiency will be critical success factors for both large and small com-