

Trinity TRaject: Forecasting Solutions at Trinity Partners

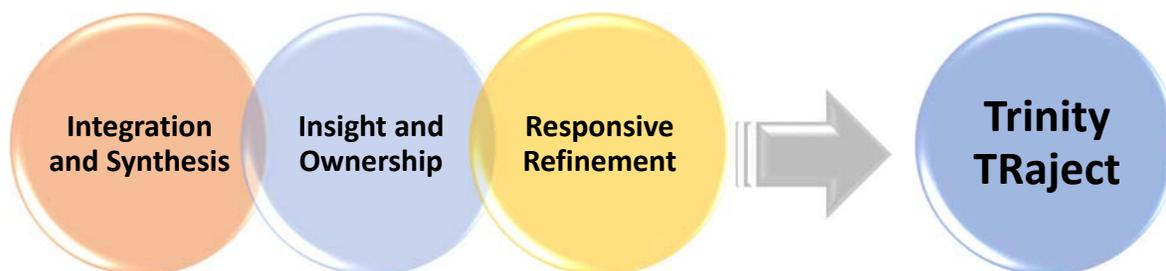
What is the purpose of a forecast? Depending on who you ask, there could be many answers to this question. Some forecasts are used to assess the value of an early stage product several years from market. Others could be built to fine-tune the likely sales of a drug closer to launch, or could be in-line forecasts built in support of already launched products. Some forecasts may be more operational in nature, feeding tactical decisions about sales force sizing, for example; and some are used in the context of an L&A assessment, to provide a quick and high-level valuation and NPV for an asset in question. Some models might involve just a single product, while others might need to reflect multiple products, classes and markets. Given the vast differences in forecast goals, scope and duration, **there truly is no “one-size-fits-all” approach when it comes to forecasting.**

That said, there are certain features that are desirable in all forecast models, no matter the purpose. Regardless of where the forecast falls on the spectrum of “strategic” to “tactical”, or “simple” to “complex”, a good forecast model should serve several functions. It should provide **actionable insights**, highlight key **sensitivities**, and help achieve **internal alignment** within the organization. Additionally, the model should follow what we’ve termed the “3 T’s”: it should be **tailored** to the strategic goals of the organization and the specific market context at play; it should be **transparent**, with simple and user-friendly functionality that is supported by clean and robust documentation; and it should be **trackable**, so that the model can be updated and tracked as new data becomes available.

At Trinity, we provide forecasting solutions that achieve these goals, and we tailor our outputs to the needs of our client. We take **end-to-end ownership** of our work product, and use our integrated approach to drive analytical rigor, transparency, and engagement throughout the forecasting process, from our best-in-class assumptions generation to our clear and compelling delivery of model outputs. We have termed our suite of forecasting products **Trinity TRaject**.

Trinity TRaject describes our suite of innovative forecasting solutions, based on our gold-standard forecasting processes, that lead to accurate, actionable forecasts across franchises.

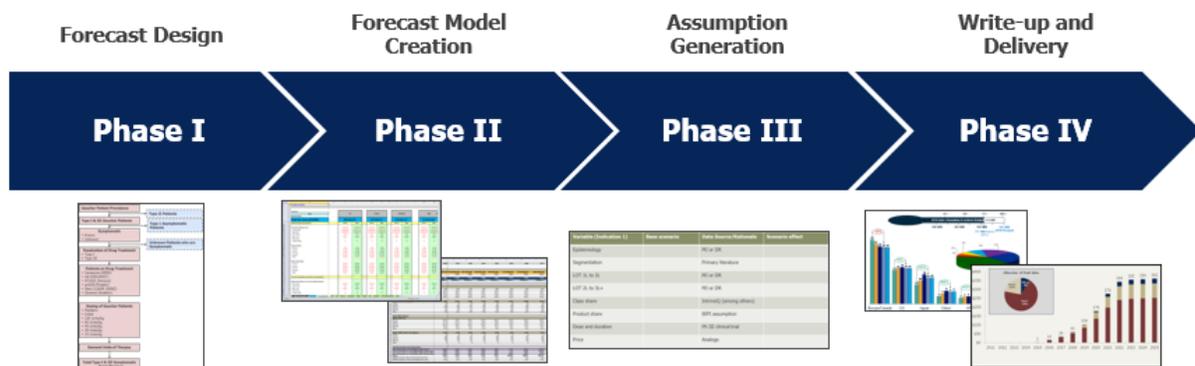
This document helps describe our approach to forecasting engagements here at Trinity, and to explain the ways in which our unique approach allows us to drive value for our clients. Read on to discover how Trinity might be able to help you meet your forecasting needs.



Our Unique Approach: a Step-by-Step Client Partnership

At Trinity, we recognize that the value of a forecast model comes not just from the model build itself, but in the ability to **translate** and **communicate** strategic insights based on its outputs. To that end, we employ a four-phase approach to our forecasting products that enables a step-by-step model build, developed in true partnership with our clients. **We don't simply deliver the model and walk away;** instead, our deliverable includes a detailed communication of model outputs, including the strategic implications, and a robust and comprehensive explanation of model inputs and sensitivities. We regularly perform **model trainings** for our clients. They cite our **knowledge of the industry, accessibility, transparency,** and our **close communication with multiple internal stakeholder groups** as key advantages of our approach.

Here is how we might structure a typical Forecasting engagement:



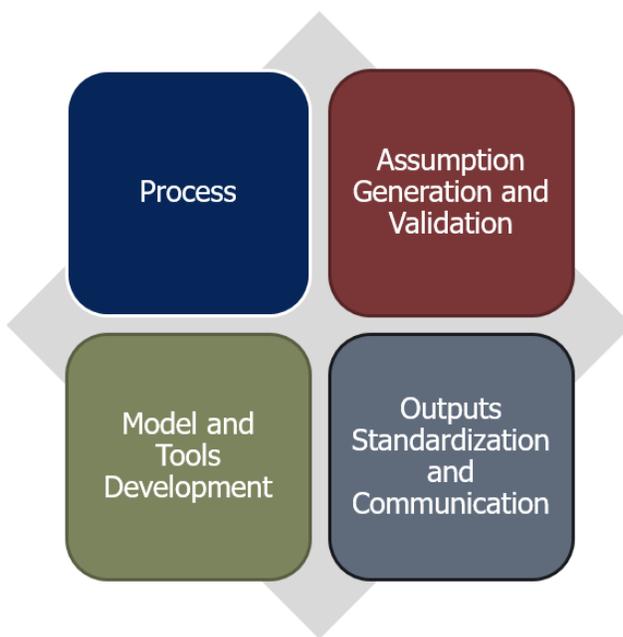
- ❖ **Forecast Design:** Develop the model flow, overall design, and proposed outputs, in close collaboration with client stakeholders. Identify data gaps and develop a plan to fill these data gaps
- ❖ **Model Creation:** Begin the build of the forecast model structure, based on the approach outlined with our client. This model is typically built in a user-friendly Excel-based format, with custom-built components based on the strategic goals of the engagement.
- ❖ **Assumption Generation:** Identify inputs to the model. When needed, conduct Primary Market Research, Secondary Research and / or Claims Data to populate the model with the best available information. Ensure accuracy and transparency of model assumptions and sensitivities, and quantify the impact of these sensitivities on overall forecast outputs.
- ❖ **Write-Up and Delivery:** Deliver a presentation that clearly communicates model inputs, outputs and their strategic impact. Perform model trainings with client stakeholders as required.

“Trinity has been developing and maintaining our LRP forecasts for some years now. They know our organization well and the internal stakeholders respect their work. They help us see what we can achieve in terms of sales, and also what stretch goals might look like, and what they entail in terms of investment from our side.”

—Biotech Client

The Trinity Advantage

Trinity’s vision is to be an **end-to-end partner** to our clients’ forecasting efforts. We excel at integrating **primary, secondary, and analog data** to develop forecast inputs and make strategic recommendations, and our forecasting philosophy is predicated on **transparency** and **analytical rigor**. We drive value by combining and synthesizing insights from diverse and disparate data sources, exposing the ‘big picture’ with unparalleled clarity. Our approach keeps internal stakeholders informed of key assumptions, uncertainties, and sensitivity to market events. In addition, our models allow for **continuous refinement** as new inputs and insights are generated, and we maintain close communication with clients throughout the process. All this, combined with our deep industry expertise and our nimble approach to forecast development, help us stand out from our peers as an ideal strategic partner for forecasting engagements.



Integrated Process:

- An **integrated forecasting process** that incorporates an **iterative, strategic mindset** and **innovative work products**

Assumptions and Insights:

- A **multidisciplinary approach to assumption generation and validation**, utilizing a suite of in-house tools, methods and expertise including Secondary and best-in-class Primary Market Research

Model Development:

- **Flexible, customized model builds** that are **tailored to specific franchise objectives**

Outputs / Communication:

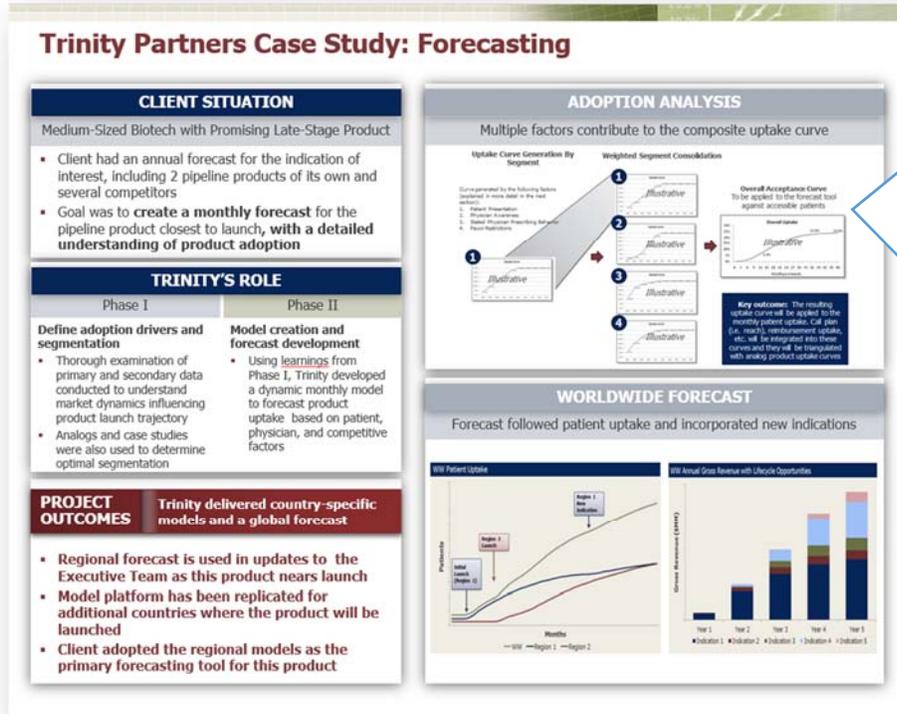
- **Clear and compelling model outputs** that **achieve buy-in and alignment** across internal stakeholders

“Over the years, we at Trinity have worked closely with our clients and really listened to their needs. We’re attuned to the pressure they face and the questions they have to handle. We’ve evolved our processes and methods to better address our clients’ needs – multiple products, multiple markets, multiple indications, multiple dosing, various competitive and access scenarios – you name it. We make sure that our forecasts have the full functionality built in to drill deep and get granular, and model every possible scenario ... while also being simple and easy to use. They work for the big-picture client and also for the client who needs to know every detail and be able to manipulate it.”

– Steve Fleming, Partner

Case Study

Here is an example of some recent work we have conducted, to give you a flavor of our approach:



“Rather than rely solely on literature, we pressure tested assumptions using Primary Market Research. Our Analog Assessment also drew learnings from recent launches. Together this painted a realistic picture for our client and helped them think about the appropriate level of investment for their new product.”

– Leslie Sandberg Orne, Senior Partner

In Closing ...

At Trinity, we pride ourselves on our ability to deliver strategic insights and tailor solutions to our clients’ needs. That philosophy is central to our forecasting offerings. We take a **comprehensive approach** to our forecasting engagements, coupling **innovative tools** with our **tried and trusted process** and **strategic thinking**. This approach has been helping our clients succeed for 20 years now, and we’re not planning to slow down anytime soon; in fact, we completed over **80 forecasting projects** in 2015 alone. If you are interested in discussing how a tailor-built forecast solution can help your organization meet its strategic goals, we’d love to speak with you. Feel free to reach any one of us below.

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