

## McKinsey Documents – Evolve to Excellence (E2E)

**Summary:** Years into the opioid epidemic, McKinsey worked with Purdue on a multifaceted campaign to boost OxyContin sales. The plan was called "Evolve to Excellence," or E2E; its original name was "Project Turbocharge." The plan included significantly ramping up sales visits, especially to high-volume prescribers. McKinsey also advised on how to reach "no-see" doctors [doctors that do not allow visits from drug sales reps], ease prescribers' concerns about opioid-use disorder, and circumvent policies intended to limit suspiciously large opioid orders.

### Select Documents of Relevance

**Document Title:** Re: Purdue Monday 4pm

**OIDA ID:** <https://idl.ucsf.edu/opioids/docs/#id=zlvn0255>

**Date:** 2013-04

**Description:** This email thread starts with Purdue asking McKinsey for a meeting to develop a plan to sell more OxyContin and Butrans. The subjects of discussion include sales-force effort, rebate-level analysis, prescribers' perspectives of the product, and abuse-deterrent labeling.

**Document Title:** Notes from rep ride in Worcester, MA

**OIDA ID:** <https://idl.ucsf.edu/opioids/docs/#id=htvn0255>

**Date:** 2013-07

**Description:** This memo from McKinsey consultant Jeanette Park summarizes her ride-along with a Purdue sales representative. Park highlights that the sales force would benefit from coaching on messaging to doctors, guidance on how to approach hard-to-access doctors, and directives on how much time to spend detailing high-decile doctors.

**Document Title:** OxyContin growth opportunities Summary of interview notes

**OIDA ID:** <https://idl.ucsf.edu/opioids/docs/#id=zthl0256>

**Date:** 2013-07

**Description:** This summary of McKinsey's interviews with 11 physicians and six pharmacists includes key takeaways and quotes on topics including fear of "legal consequences" and "patient misuse/abuse"; abuse-deterrent technologies; and insurance, managed care, and pharmacy access.

**Document Title:** Fw: Implementation details

**OIDA ID:** <https://idl.ucsf.edu/opioids/docs/#id=stdn0255>

**Date:** 2013-08

**Description:** This email from Purdue's vice president of sales and marketing, Russell Gasdia, expresses concern to McKinsey partner Arnab Ghatak about an upcoming board meeting and its focus on slumping OxyContin sales. Gasdia worries that the board will blame the sales force without considering other reasons for OxyContin's decline. Ghatak forwards the email to colleague Rob Rosiello, saying, "think it is just stress."

**Document Title:** OxyContin growth opportunities

**OIDA ID:** <https://idl.ucsf.edu/opioids/docs/#id=grmx0256>

**Date:** 2013-08

**Description:** This presentation to Purdue's board includes recommendations for sales force targeting of heavy prescribers and data on major pharmacy chains restricting patients' access to OxyContin. It includes detailed steps for a nine-month "sales transformation journey."

**Document Title:** Re: board mtg

**OIDA ID:** <https://idl.ucsf.edu/opioids/docs/#id=shwx0256>

**Date:** 2013-08

**Description:** This email from McKinsey partner Arnab Ghatak to his team reports on a board meeting with the Sackler family. Ghatak states they were "extremely supportive" of McKinsey's recommendations and "gave a ringing endorsement of moving forward fast."

**Document Title:** OxyContin Implementation plan

**OIDA ID:** <https://idl.ucsf.edu/opioids/docs/#id=qznl0256>

**Date:** 2013-09

**Description:** This plan details how McKinsey will support making the OxyContin sales effort more aggressive, including speeding timelines and adding personnel to work teams. It mentions ZS Associates, a consulting group McKinsey worked with during E2E.

**Document Title:** E2E: Workload Targeting – OxyContin & Butrans coverage review

**OIDA ID:** <https://idl.ucsf.edu/opioids/docs/#id=tznf0257>

**Date:** 2013-11

**Description:** This presentation by ZS Associates includes data on "Top 20 physicians with OxyContin volume growth" from September 2011 to September 2013 and individual physician profiles demonstrating the methodology of physician valuation.

**Document Title:** Update on E2E – Evolve to Excellence implementation

**OIDA ID:** <https://idl.ucsf.edu/opioids/docs/#id=rtnx0256>

**Date:** 2014-03

**Description:** This McKinsey presentation examines the overall progress of E2E. It discusses the status of action items and includes an analysis of no-see doctors, an overview of field metrics and feedback, and a plan to address Integrated Delivery Networks (IDNs), which serve hospital networks and where prescribing decisions are centralized.

**Document Title:** EY2014 Impact Summary

**OIDA ID:** <https://idl.ucsf.edu/opioids/docs/#id=snjf0256>

**Date:** 2014-03

**Description:** This is Arnab Ghatak’s self-assessment including impact on Purdue and E2E.

**Document Title:** EOT Presentation: IDN strategy Team

**OIDA ID:** <https://idl.ucsf.edu/opioids/docs/#id=kzpw0257>

**Date:** 2014-04

**Description:** This McKinsey presentation examines strategies to target IDNs. It includes interviews with healthcare administrators and list of top IDNs targeted.

#### OIDA Identification Numbers for Additional Relevant Documents

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