

## McKinsey Documents – Project Names

*A summary of the names McKinsey gave to its projects with opioid manufacturers.*

### **“Brand Loyalty”**

McKinsey advised Purdue on how to increase brand loyalty to OxyContin. After extensive physician research and surveys, McKinsey delivered a set of promotional messages and tactics and an approach to tailor these to different types of doctors.

### **“Compete-Win-Grow”**

To combat a declining US market for pain pills, McKinsey proposed a strategy for Purdue. It was based on three overlapping goals: Compete (strengthening operations and capabilities to compete), Win (optimizing pain pill assets to win in the marketplace), and Grow (expanding portfolio to grow beyond pain). The strategy included shifting away from developing drugs at Purdue to partnering with other drug companies in an effort to convert and capture the market for abuse-deterrent formulation of opioids.

### **“Evolve to Excellence (E2E)”**

McKinsey advised Purdue on “turbocharging” sales of Oxycontin. See notable McKinsey documents.

### **“Ensuring Appropriate Patient Access (EAPA)”**

McKinsey advised Purdue on coverage by payors and Pharmacy Benefits Managers for OxyContin. See notable McKinsey documents.

### **“Sales Force Blitz”**

McKinsey analyzed Endo’s pain product promotion strategy and advised on redirecting its sales force. McKinsey advised Endo that targeting Sumavel, a non-opioid pain product, was low value and recommended shifting the sales force to focus on Endo’s Opana extended release (ER) opioid instead. The approach included targeting high-volume opioid prescribers.

### **“Scottsdale”**

McKinsey advised Purdue on a major organization restructure in response to negative events concerning the brand. See notable McKinsey documents

### **“Stronger Than Before”**

In response to litigation and risk, McKinsey advised Purdue to diversify beyond opioids, restructure the organization, and reserve money for legal expenses for OxyContin.

### **“Tango”**

McKinsey proposed that addiction treatment would be a “natural next step” for Purdue. McKinsey presented a company code named “Tango” as a potential investment opportunity for Purdue. Tango’s suboxone film was a leading opioid addiction therapy in the US and McKinsey proposed Purdue could enhance the product’s value by applying its patents. McKinsey also advised Purdue on possible expansion into alcohol and cocaine addiction treatment.

### [“Turbocharge Nucynta”](#)

McKinsey worked with Janssen Pharmaceuticals, owned by Johnson & Johnson, to maximize the sales of their opioid Nucynta ER. McKinsey surveyed physicians, payors, equity research analysts, and private investors to develop strategies focused on promotion to non-specialist prescribers as well as strategies based on segmenting different groups of patients.