
From: Gal Cohen on behalf of Gal Cohen <gal@juul.com>
To: Brandon Horn
CC: Ashley Gould; Vittal Kadapakkam
Sent: 1/11/2018 6:27:17 PM
Subject: Re: AOP Materials Follow-up

Hi, Brandon

All of the following is in process but represents latest planning.

I plan to have a draft comprehensive strat plan for scientific affairs ready as a reference document for execs for Jan 22 off-site meeting.

1) This is my revised strategic initiatives list:

Strategic Initiatives - 2018

Develop department / resource center

- > Hire team
- > Formalize processes and metrics / dashboards

Raise JUUL awareness in scientific community, primarily in US and key international geographies; sponsor or undertake research to explore key scientific questions

- > Publications
- > Science web page
- > Independent grants
- > Sponsored research
- > Collaborations with payors / public health providers

Make science core to the company and help harmonize and advance portfolio across company

- > Develop core knowledge base as well as real-time support
- > X-functional support PMTA, R&D / PD, Marketing, Sales, Communications, Youth, Ecomm, Strategy/Corp Dev
- > Collaborate on cessation product to advance pipeline

2) This is tentative list of metrics / dashboards

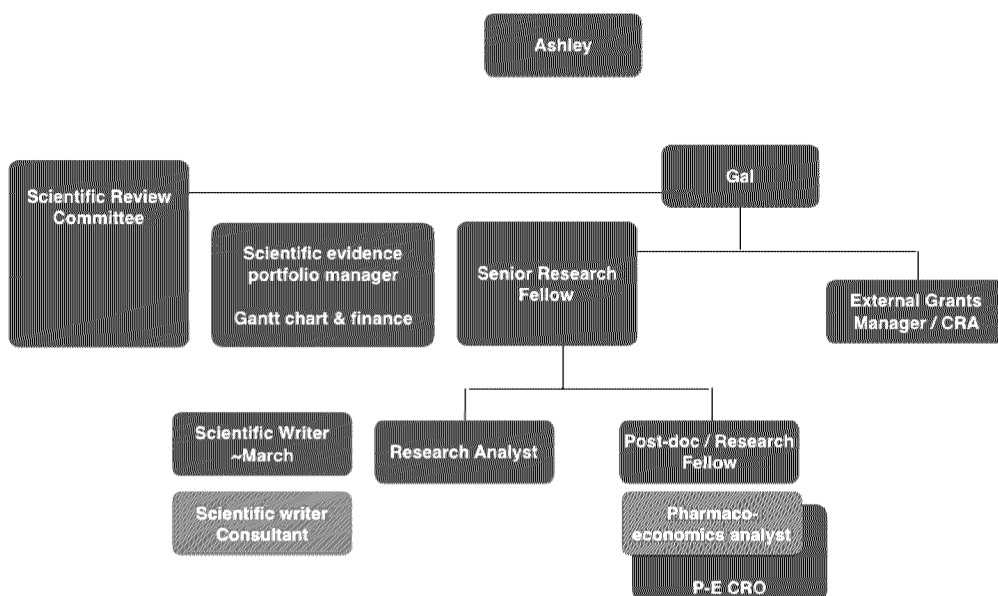
Function	Goal	Metric	Dashboard
External Grants	Seed 10-20 small bets to engage scientific community (\$800k) Seed community / resource building grants to CASHA, AVA, etc. (\$250k)	# grants / year	> Grant pipeline & status
Knowledge Base	Core science info repository for all departments	> Week in Science (qw) > FAQ (qw) > References Database (endnote) # pubs archived	> Thought leader map > FAQ pipeline & update/rev schedule
Publications	JUUL science.com Publications - PMTA Publications - Adjunctive	# publications / year	> Claims pipeline (scientific & marketing) > Publication pipeline
External Studies	Examples: Pilots - with Payors / VA / Military / Insurance Pharmaco-economics PMTA Adjunctive Cessation	# studies & publications	> Study pipeline (aligned with gap filling in claims pipeline)
X-Functional Support	Youth Incidence Communications / PR		> # adult switchers



3) This is departmental structure

Blue = FTE (except for science committee)

Green = consultants



On Thu, Jan 11, 2018 at 1:34 PM, Brandon Hom <bhom@juul.com> wrote:
Hi Gal,

Are these still your strategic initiatives for FY2018?

<u>Strategic Initiatives - 2018</u>
<p>Raise JUUL awareness in scientific community, primarily in US; Sponsor or undertake research to explore key scientific questions</p> <ul style="list-style-type: none">➤ Create grant committee & process➤ Sponsored projects➤ Company research➤ Publications and presentations <p>Develop resource center / department</p> <ul style="list-style-type: none">> Hire analysts> Knowledge management system, publications> Actuarial / computational resource center <p>Payer- providers / Navy collaborations</p> <p>Making science core to the company & helping harmonize portfolio across company</p>
X-functional support: PMTA, R&D, Marketing, Comm, PR Seed international awareness
No time for crawls

Or are there any that you would like to add/remove from this list?

Thanks,
Brandon

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Gal Cohen

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UCSF

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