

Strategy in Action

Strategic Growth Driver



Acquisition

Acquisition and Launch of Mirataz: Transitioning a Product into the Dechra Operation

On 16 April 2020, Dechra completed the acquisition of the worldwide rights to *Mirataz* from Kindred Biosciences. *Mirataz* is the first and only FDA and EMA approved transdermal product for management of weight loss in cats; it is a complementary product to those already in the Dechra portfolio, which often treat illnesses complicated by feline weight loss.

With any acquisition, it is critical for Dechra to hit the ground running to convert purchased assets into value for the business quickly. In order to achieve this, our approach begins by establishing a cross-functional core project team with a dedicated project lead responsible for managing transition specific activities through to business as usual. This approach leads to high rates of transition success as the team is able to build and follow an end-to-end project plan collectively, there is a high level of cross-functional decision making and unexpected issues can be managed efficiently if or when they arise.

At the time of acquisition, *Mirataz* was in different stages of commercialisation in each territory, requiring a regional approach to transition. As such, each market (USA, EU, Canada) had a unique project plan tailored to meet the specific goals and challenges in that region. That said, there were several transition activities that were applicable globally. The core project team began the transition process by gaining a deep understanding of the product and its intricacies through document review and training sessions with Kindred Biosciences. Marketing Authorisation transfers were then completed for each region to bring regulatory ownership of the product under Dechra control. The Manufacturing team quickly initiated the relationship with the contract manufacturer to ensure continuity of supply. Marketing messaging was developed globally, but customised to each region based on knowledge of the market and the approved indication(s). Our Veterinary Technical Services and Pharmacovigilance teams completed

technical assessments, FAQs, reporting, and training so that the transition of the customer interface was seamless. Finally, regulatory and quality compliance with all relevant authorities was maintained throughout the transition and beyond.

In the United States, the key objectives for transition were to recognise sales for Dechra as soon as possible after close and to maintain continuity of supply. The first sale of *Mirataz* in the USA occurred within seven days of close due to collaborative efforts to transport and release purchased inventory. The core team partnered with the contract manufacturer to ensure timely delivery of the next inventory shipment in Dechra trade dress. Both objectives were achieved with zero backorders throughout the transition, and to date, *Mirataz* has exceeded budgeted sales estimates.

For the European market, in order to maximise the sales potential of *Mirataz* the team concluded that it would be necessary to launch the product in high-end, child resistant secondary packaging. Design, selection, regulatory approval and implementation of the secondary packaging configuration became a critical path to launch. The core team demonstrated a high level of collaboration and micromanaged each key task to ensure that the product would launch as quickly as possible. Due to these efforts, the team successfully launched *Mirataz* in the EU in February 2021 in the newly approved child resistant carton; to date sales have exceeded expectations.

In Canada, *Mirataz* was still under regulatory review at the time of acquisition. The team successfully fielded a round of questions from Health Canada which ultimately led to product approval in September 2020. As with any project, there were some unexpected challenges. In this instance, we encountered a change to the testing requirements for a raw material that required additional validation. Due to the team approach, we were able to identify this early and minimise the delay. The validation is currently in progress with launch inventory ready to be released once completed.

The purchase of *Mirataz* is an example of a highly complex global product acquisition with unique challenges that were successfully managed by the collective expertise and dedication of the core project team. Overall, we were extremely effective in achieving critical transition actions across the three regions and moving the product into Dechra's standard business procedures. Dechra is proactively applying the learnings from this transition process to hone and optimise our approach to product acquisitions further.

