

ENTREPRENEURIAL PROFILE:  
King Pharmaceuticals  
By  
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The following 2009 Entrepreneurship Honors College Project is a detailed entrepreneurial profile of a benchmark company relevant to the venture project my team and I have conducted throughout the 2008-2009 school year. The research for this entrepreneurship profile was collected independently and provided valuable information for my team's strategic analysis of our industry and competitors. I am the General Manager of my team's company, Auto-Inject Innovations. As General Manager, I delegate tasks, and lead my team to meet deadlines and remain organized. The other members of my team include: Whitney Anderson - Finance Manager, Marcos Rodriguez - Marketing Manager, and Brandon Weiss - Operations Manager. Throughout the Entrepreneurship Program I have expanded on my fundamental finance and marketing skills. I have learned how to identify and validate innovative ideas and strategically apply them to gaps in the market. I have learned how to identify opportunities in markets, and how to best address investors with thorough, thoughtful and technically-sound entrepreneurial storytelling. Most importantly, through extensive group work as the General Manager I have vastly improved my leadership as well as motivational skills.

Our company, Auto-Inject Innovations, strives to improve those who suffer from severe allergies every day lives by providing safety and convenience through our innovative pharmaceutical devices. Our first product is the MiniEpi; a small, portable, epinephrine auto-injector to treat the life threatening anaphylactic shock. The following is an entrepreneurial profile of King Pharmaceuticals, the creator of MiniEpi's primary competitor, the EpiPen®.

Following the entrepreneurial profile is a copy of the Auto-Inject Innovations Business Plan.

There are over 40 million Americans who suffer from severe allergies that put them at risk of anaphylactic shock. Anaphylactic shock is a severe allergic reaction brought on by some foods, insect venom, latex and medicines. Its symptoms include difficulty breathing, swelling of the throat and hives and can be fatal. Fortunately, relief is found in the drug epinephrine. If administered, anaphylactic shock recedes and the affected person can seek medical treatment. Epinephrine is administered with the use of an auto-injector. Our company, Auto-Inject Innovations, plans to create and distribute a new epinephrine auto-injector.

There are currently two main companies in the epinephrine auto-injector industry; King Pharmaceuticals and Verus Pharmaceuticals. Verus Pharmaceuticals created an epinephrine auto-injector that carries two doses of epinephrine in one device. However, Verus Pharmaceuticals only recently entered the market in 2005 and holds only 3% of the market. It is because of this that I chose King Pharmaceuticals as my benchmark company. King Pharmaceuticals has over 20 years of experience with epinephrine auto-injectors. King Pharmaceuticals and its subsidiaries handle manufacturing, drug implementation, marketing and distribution of the EpiPen®. King Pharmaceuticals creates the epinephrine, and its subsidiary, Meridian Medical Technologies, manufactures the EpiPen and implements the drug. Then King Pharmaceuticals licenses the EpiPen® to Dey L.P. who markets and distributes the product. Although Auto-Inject Innovations does not plan on handling all aspects of that chain, we can benefit greatly from analyzing their methods.

My primary source of data was through contacting the companies directly for information or by researching them online. When contacting companies directly, I

primarily spoke with customer service representatives but twice was transferred to marketing representatives for further information. I have found a vast amount of information from the companies' websites as well as through press releases. Meridian Medical Technologies and Dey L.P. are privately owned companies, so it has been difficult finding specific financial information. However, their websites provided insight into the company's cultures; i.e. the shared practices and values the company holds. I have been accumulating this data throughout the year with my entrepreneurship team. I kept it organized for use in our class requirements as well as for our final business plan. The additional information I sought out for this specific document was easily found more from previous research and also through new sources. I was able to organize the data based on relevance to my team's business plan as well as more distinctively regarding benchmark companies and this document.

As I proceed with information regarding King Pharmaceuticals and its subsidiaries/partners, I want to indicate that at times I specify one company in particular, but I consider all three companies to be under the giant umbrella that is King Pharmaceuticals. Meridian Medical Technologies was created as a subsidiary of King Pharmaceuticals for the primary reason of the development of auto-injectors for the military. Meridian Medical Technologies was structured as a subsidiary so as to specifically allocate resources for the purpose of auto-injector development. It allows Meridian Medical Technologies to develop and progress as its own entity while remaining under the protection of the King Pharmaceuticals name. King Pharmaceuticals increases its profit while also gaining tax advantages and legal benefits of positioning Meridian Medical Technologies as its subsidiary. Meridian Medical Technologies has

been partnered and working with the U.S. Department of Defense since the 1960's. They manufacture auto-injectors for chemical nerve agent antidotes, morphine pain management, prolydoxime chloride and diazepam. The need and opportunity for these products was apparent to King Pharmaceuticals and the company positioned itself extremely well by partnering with the U.S. Department of Defense for all its auto-injector needs.

In addition to auto-injectors for military use, Meridian Medical Technologies also manufactures and develops the EpiPen®. King Pharmaceuticals licensed the rights exclusively to Dey L.P., founded in 1978 and located in Napa California. Licensing the EpiPen® allows for Dey L.P. to handle all marketing and distribution of the EpiPen® while King Pharmaceuticals shares in the profits. Dey L.P. is a subsidiary of another pharmaceutical company called Mylan Pharmaceuticals which is the second largest generic pharmaceutical company in the United States and third largest in the world. The original EpiPen® emerged from Dey L.P. in 1980 and for many years was the only epinephrine auto-injector in the industry. Dey L.P. sells the EpiPens® to wholesalers who then sell to pharmacies (for end users who have prescriptions from their doctors) as well as private distribution companies (who sell to schools, community centers etc. that are required to keep epinephrine on premises). EpiPens® range in price from about \$65 - \$85 per pen.

King Pharmaceuticals has developed a well organized vertically integrated business model. Its delegation of different aspects in the product development process creates a very efficient business model. Each company has a specific purpose, establishing an effective chain. It is because of this that the EpiPen® holds 97% of the

market share. King Pharmaceuticals' has an innovative business development strategy that is highly dependent on its partnerships and acquisitions. By using their subsidiaries and allotting certain aspects of the product development chain strategic partnerships, King Pharmaceuticals ensures efficiency in the process.

King Pharmaceuticals has great competitive advantage in the fact that the name EpiPen® has become the generic term for an epinephrine auto-injector. They have established consistency and reliability with their customers. Another core competency of King Pharmaceuticals that I have already touched on is its vertically integrated business model. They are extremely effective in their production of the EpiPen®. This is illustrated by the fact that even though the EpiPen® has no patent (just an NDA – and trademark owned by Dey L.P.) there have been no significant new entrants to the market apart from TwinJect®.

King Pharmaceuticals recognizes the “exclusive market” they have for the EpiPen®. I located online the documentation of conference call between King Pharmaceuticals and Meridian Medical Technologies. During the conference call, officers discuss the TwinJect® and the competition it will or will not create. They discuss how little their concerns are regarding the TwinJect® because “... it is not substitutable really for the EpiPen®... in other words, if somebody writes EpiPen® you just can't give somebody a TwinJect®... you'd have to get the doctor to rewrite the prescription.” (SEC Info). King Pharmaceuticals is confident in their business model and the brand name they have established for the EpiPen® with consumers as well as with doctors.

The core competencies of the company relate to their original business concept as they have maintained a vertically integrated business model throughout their operations.

In press releases and on their website they indicate their enthusiasm for partnerships and acquisition, and I believe that this method of thinking has been relevant to them since they entered the market. Dey L.P.'s mission statement is to "develop, manufacture and market innovative airway therapies and allergy drug products. Our work improves quality of life and saves lives. We especially value patients, customers, employees, and the environment in which we work and live." The EpiPen® has been the primary option for consumers even after the existence of the TwinJect® largely due to Dey L.P.'s successful marketing strategies.

I have already briefly touched on King Pharmaceutical's market position with regards to the EpiPen®. King Pharmaceuticals maintains 97% of the market share for epinephrine auto-injectors. Their primary competitor is the TwinJect®, which is manufactured and distributed by Verus Pharmaceuticals. Verus Pharmaceuticals is a young company, founded in 2003 and based in San Diego. Its primary focus is pediatric treatment of asthma, allergies and other related conditions. Verus created the TwinJect® in 2005, claiming that many patients require more than one dose of epinephrine to prevent a fatal anaphylactic reaction. Another type of competitor for the EpiPen® is found in those people who just avoid the food, medicines, latex or insects that put them at risk. Although not always effective (100-200 deaths per year from food allergies alone), there are those who prefer non medicinal remedies.

King Pharmaceuticals is very inactive regarding the enhancement of their competitive advantage. It is largely because of this that Auto-Inject Innovations feels we have a real potential for success in this market. As stated previously, King Pharmaceuticals is the cash cow in the industry; they have no patent, they haven't made



any changes to the EpiPen® yet still hold such a high percentage of the industry. If Verus Pharmaceutical's TwinJect® can capture 3% of the market in 4 years with an essentially similar product, Auto-Inject Innovations believes we can attain much more with our half-the-size, vastly more portable, MiniEpi.

In 2006, Fortune magazine ranked King Pharmaceuticals as one of the Top 9 Best Managed Drug Companies. King Pharmaceuticals believes in collective achievement. They have a relatively small workforce of only 2000 employees. Their culture is based on diversity. They recruit individuals from various industrial backgrounds and place value on the benefits that having a wide variety of opinions, visions and skills can offer a company. King Pharmaceuticals compels the idea of improving the lives of others to their employees. This value is reinforced with the above average benefit plan offered to employees; by helping to save lives, their lives are improved as well.

The culture is supportive of entrepreneurship as observed through its high regard for partnerships and acquisitions. King Pharmaceutical's strategic business model relies heavily on licensing products, strategic partnerships, research and development as well as collaborations with other companies. I believe that this type of environment is conducive to entrepreneurship as it allows employees to explore new areas of medicine as opposed to remaining constricted to one particular project.

King Pharmaceuticals was founded by John M. Gregory in 1993. John M. Gregory stepped down as CEO in 2002 and was replaced by his brother Jefferson Gregory. The current CEO of the company is Brian Markison who was appointed by the board after Gregory stepped down. Although Markison is effective when it comes to King Pharmaceuticals and all of their subsidiaries, strategic alliances, partnerships etc.,

we must recognize the individual who is the driving force at Dey L.P. and hence the spearhead of the EpiPen® marketing strategy, Carolyn Myers. Carolyn Myers is the subsidiary president of Dey L.P. as well as a vice president for Mylan (Dey's parent company).

Dey L.P. currently has about 500 employees. Carolyn Myers provides her employees competitive salaries and comparable benefits to King Pharmaceuticals. Most important to the actions of the company as a whole, Myers offers extremely thorough employee training. Their "Continuous Learning" includes sales, leadership, management, team collaboration, performance management, and goal setting achievement training. Dey L.P. ensures their employees success as well as their own.

I see King Pharmaceutical's main entrepreneurial achievement with the EpiPen® in that it has existed for 29 years with little competition. It has set itself up as the industry leader and created the ultimate in branding strategies for the EpiPen®. In addition to achieving great revenue, King Pharmaceuticals has also created a product that helps save the lives of people who have the ongoing threat of a potential fatal allergic reaction. It provides a reliable product at a decent price and has no threat of relinquishing its position as industry leader... until now.

Auto-Inject Innovations has recognized some real challenges that King Pharmaceuticals face with regard to the EpiPen®. Through surveys and extensive research we have identified significant problem with the EpiPen®. We have found that 70% of the people who have suffered from an anaphylactic episode were not carrying an EpiPen® at the time of their attack. Our survey responders indicated the current auto-injectors were "too large and inconvenient to carry." In addition, we have found that

some people, especially mothers who must inject their children, are uneasy with the forceful method of jabbing the EpiPen® into the body. The MiniEpi has been designed to address each of these issues. We have developed an epinephrine auto-injector that is not only half the size of the EpiPen®, but also applies new revolutionary methods of drug delivery.

Although I view King Pharmaceuticals as having excellent entrepreneurial achievement with the EpiPen®, there has been little to no innovation of their product designs. This is most likely due to that cash cow mentality and their capture of 97% of the market. Our research has indicated a clear need for a more portable epinephrine auto-injector and King Pharmaceuticals has yet to provide one and doesn't appear to plan to provide one in the future. In fact, Jefferson Gregory, the former CEO of King Pharmaceuticals, is quoted during the previously mentioned documented conference call saying, "EpiPen® has been such a dominant product in the marketplace and these technologies are not easy to duplicate in neither delivery nor device technologies. And there just aren't that many people that are doing them" (SEC Info). They are using the reality that their device has been the leader in the industry for so many years as an excuse not to make their design more innovative. Auto-Inject Innovations plans capitalize on their lack of intentions to redesign the EpiPen® to better meet the needs of their consumers. We will use their challenges to our advantage.

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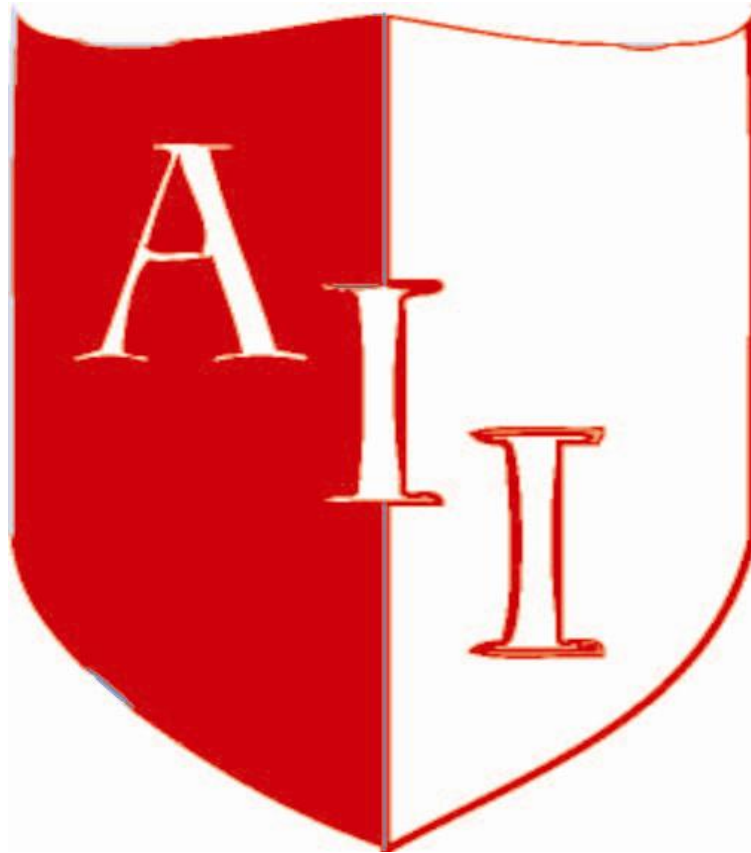
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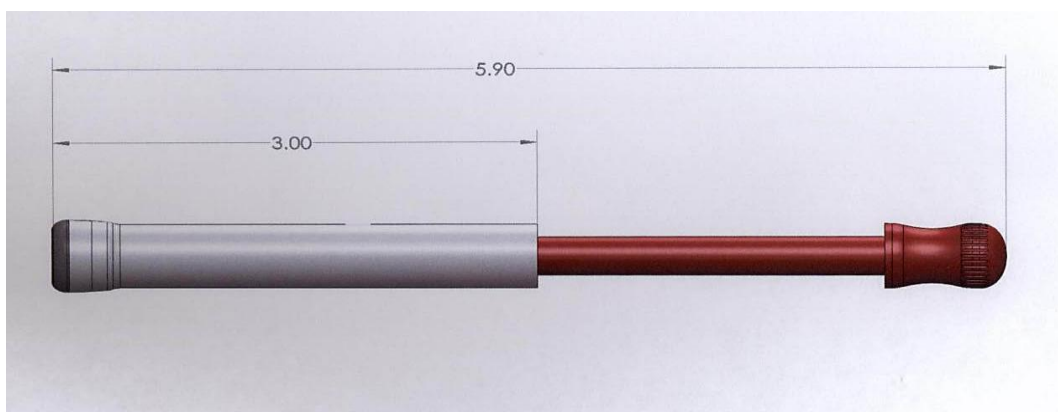
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## Auto-Inject Innovations



| Whitney Anderson FM | Marcos Rodriguez MM | Alexa Tibshraeny GM | Brandon Weiss OM |



## Executive Summary

### Problem:

There are **40.9** million people in the U.S. who are at risk of anaphylactic shock due to an allergy to some foods, medicines, insect venom or latex. Treatment of anaphylactic shock comes from an injection of the drug Epinephrine at the time of an attack. However, research indicates that the current epinephrine auto-injector, the EpiPen® is thought of as “too large and inconvenient to carry”. In fact, statistics have shown that **70%** of people suffering from anaphylactic shock were not carrying an epinephrine auto-injector at the time of their attack.

### What is Anaphylactic Shock?

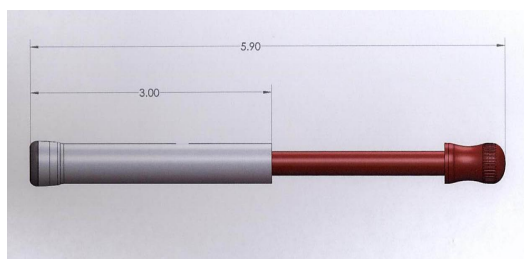
Anaphylactic shock (also known as Anaphylaxis) is brought on by a severe allergic reaction to foods, medicines, insect venom & latex. This allergic reaction causes swelling of the throat, hives, difficulty breathing & puts people in critical, life threatening conditions.

**Solution:** Auto-Inject Innovations Inc., an Arizona based company, has developed the **MiniEpi**.

The MiniEpi is a *small, portable epinephrine auto-injector*. The MiniEpi will be significantly smaller in size to the EpiPen® while maintaining safety and reliability. It will also come equipped with a key ring to enhance portability. The following pictures illustrate the differences in size between the EpiPen® (left) and the MiniEpi. (right- not shown drawn to scale)



**EpiPen 6" in length**



**MiniEpi 3.75" in length**

**Customer:** Auto-Inject Innovation's target market

includes the **40.9 million** at risk of anaphylactic shock, family members of those at risk, as well as institutions such as schools, hospitals and airlines that are required to carry epinephrine on their premises.

**Market:** Competition in the industry is limited which allows for substantial market opportunities. Our major competitor is Meridian, the manufacturer of the EpiPen®, and Dey L.P. who markets and distributes it. Both companies are subsidiaries of King Pharmaceuticals and are operated in the United States and Canada. Auto-inject Innovations Inc. maintains the following advantages over our competitors: size, accessibility, convenience, reliability, fashion and delivery.

**Business Model:** Auto-Inject Innovations plans to sell the MiniEpi directly to pharmaceutical companies who will then implement the drug and distribute to consumers. Auto-Inject Innovations currently operates with a team of four individuals: Alexa Tibshraeny GM, Brandon Weiss OM, Marcos Rodriguez MM, and Whitney Anderson FM. Contact AAI at [lextibs@email.arizona.edu](mailto:lextibs@email.arizona.edu)

### Financials: Summarized Financial Projections

Years	1	2	3	4	5
<b>Units Sold</b>	53,000	360,000	506,000	730,000	850,000
<b>Average Selling Price</b>	\$12	\$12	\$12	\$12	\$12
<b>Revenue</b>	\$636,000	\$4,320,000	\$6,702,000	\$8,760,000	\$10,200,000
<b>Expenses</b>	\$212,000	\$2,880,000	\$4,048,000	\$5,840,000	\$6,800,000
<b>EBITDA</b>	\$424,000	\$2,880,000	\$4,048,000	\$5,840,000	\$6,800,000
<b>% of National Market</b>	.003%	2%	3%	4%	5%



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## Problem and Opportunity

There are **40.9 million** people who are at risk of anaphylactic shock due to an allergy to some foods, medicines, insect venom or latex. Treatment for this reaction is with the drug epinephrine. The epinephrine is administered by forcefully sticking the pen into the user's leg. {see figure 2} Although effective for drug administration, the current epinephrine auto-injectors are large and inconvenient to carry. It is contained in a plastic tube that makes it even more inconvenient for some to carry.{see figure 1}However, not carrying it is a risk to consumers' everyday lives. In fact, statistics show that **70%** of people who have experienced anaphylactic shock were not carrying their epinephrine auto-injectors at the time of the attack. Although EpiPens® can be easy to locate within a home, **75%** of anaphylactic attacks occur outside the home.

Our venture foresees growth potential in the expansion of our device's drug performance. As our epinephrine auto-injector succeeds within the industry, we will look to begin selling the medical device for the usage and implementation of morphine, insulin and other possible drugs.

Figure 1



Figure







## MiniEpi

The MiniEpi is an epinephrine auto-injector that is half the size thus significantly more portable than the current epinephrine auto-injector. Its physical attributes include a key ring attachment as well as a press release function triggering the needle to discharge the epinephrine. The MiniEpi will be roughly the size of a standard lighter. (See data sheets 001, 002, & 003 in appendices). In the future, this auto-injector will be modified to support other drugs such as morphine, and nerve agent antidotes.

The product/service is listed under the NAICS code 325412; Pharmaceutical Preparation Manufacturing

## Target Market & Customers

Auto-Inject Innovations will be outsourcing to a plastics manufacturer to produce the MiniEpi 'shell' and partnering with a pharmaceutical company to implement the epinephrine. We will then work collaboratively with the pharmaceutical company to market and distribute the MiniEpi. The primary pharmaceutical companies we are interested in partnering with are:

**Verus Pharmaceuticals:** a pediatric-oriented pharmaceutical company who developed the Twinject® for treatment of anaphylaxis with a double dose of epinephrine in one device

**Abbott:** a global health care company with interests in new medical technology and methods of delivering drugs

**SkyePharma:** a drug delivery company who has established partnerships with a number of other medical companies to develop oral and inhalation products

We have chosen these companies based on their specific interests in drug delivery as well as their high standings in the medical industry.

### End Users

Primary Target	Secondary Target	Tertiary Target
<ul style="list-style-type: none"><li>40.9 million people at risk of anaphylactic shock</li></ul>	<ul style="list-style-type: none"><li>Family/Friends of those at risk</li></ul>	<ul style="list-style-type: none"><li>Hospitals</li><li>Schools</li><li>Fire Departments</li></ul>

Table 1

In the United States, about 40.9 million people are at risk of anaphylactic shock. As shown in Table 1, the 40.9 million people are our primary target as the end user of our product. We expect this primary target to grow larger each year as more people are being diagnosed with allergies. The facts demonstrate this as, "doctors prescribed 1.4



million [epinephrine auto-injectors] in 2003, but by 2007 that number had reached 1.9 million – a 36 percent rise.”<sup>i</sup>

Our target segments also include family and friends who are around people at risk of severe allergic reactions. We also include public facilities such as hospitals and schools because they are required to carry epinephrine in case of emergencies. In fact, the epinephrine auto-injectors purchased by these public facilities are bought in greater numbers and have increased in the past decade. A recent MSNBC article indicated, “school nurses who had carried ‘one or two [epinephrine auto-injectors] ten years ago’ now have in stock ‘50 to 60’ [epinephrine auto-injectors].”<sup>i</sup>

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## **Business Model**

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Auto-Inject Innovations will generate a profit based off of the number of units sold. We will focus initially on the distribution of epinephrine; however, our device will be equipped to hold a variety of drugs such as epinephrine, morphine, nerve agent antidotes, diazepam, and pralidoxime chlorine for military use.

We plan to sell our device to pharmaceutical companies who will implement the drugs into our device and distribute to the public. We will be outsourcing our plastic parts to an injection mold company and subcontract our medical parts to a third party to reduce cost and increase efficiency. We will be working collaboratively with the pharmaceutical company to market our product.

The two industry leaders we are looking to partner with are King pharmaceuticals and Verus Pharmaceuticals. King holds 95% market share and Verus holds 5% market share in the auto-injection industry. Both King and Verus have the resources and capital (intellectual and monetary) to ensure growth to 5% of the national market by year 5.

Each unit will be sold at \$12 dollars and will generate a 200% profit per device sold as our total cost to manufacture and assemble is \$4. As we expand our product line from epinephrine to morphine etc. we will be able to bring in more revenue using the same production and manufacturing processes. We will maintain our business model for all devices in the future, ensuring quality control and facilitating daily operations and partnerships.

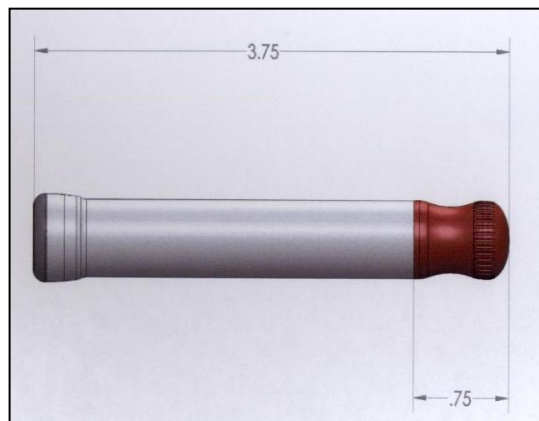
In the event that we are not able to establish a collaborative partnership, we will attempt to license our product to a pharmaceutical company instead. Although the monetary gain is significantly less than if we manufactured the product ourselves, the risk of the investing with our company would be low and capital needed minimal.

## Competitive Advantage:

Our competitive advantage lies in the fact that the MiniEpi is a more convenient and portable epinephrine auto-injector than the current device. (see *Figure 4*)

Our primary research indicates that epinephrine auto-injector users place primary importance on reliability, safety, ease of use. We see the importance in all factors, but recognize that none will be relevant if our customers are not carrying their device.

Therefore, portability has been our primary emphases in our competitive advantage. The MiniEpi is half the size of the EpiPen® and TwinJect® devices. It will also come equipped with key ring for ease of use outside of the home. Fully extended the MiniEpi will be comparable in size to the EpiPen® allowing for similar functionalities.



Our research has also indicated that many, especially parents, are intimidated by the violent jabbing method of injection that the EpiPen® and TwinJect® use for drug implementation. The MiniEpi has revolutionized this process. The circumference area in which the needle is ejected from is rounded to decrease the pain that users feel when penetrated. In addition, MiniEpi does not use a ‘jabbing’ method of injection but rather a press release function providing the user more control over the process.

The MiniEpi will not only save lives, but also be made accessible and convenient for those who must carry them. In addition, the well-designed auto-injector will appeal to both male and females of all ages. In regards to the current epinephrine auto-injectors, “an equally strong market has emerged for stylish [epinephrine auto-injector] carriers”<sup>i</sup> The MiniEpi will it less obtrusive to those who are either self-conscious of its size, or simply want to incorporate it as a fashionable accessory.

The following table illustrates the differences in characteristics between the MiniEpi and its competitors:

MiniEpi	EpiPen® & TwinJect®
• 3.75 Inch Length	• 6 Inch Length
• Easy Method of Injection (press release function)	• Jabbing Method
• Automatic Needle Sleeve Protector	• Bright Yellow & Green Tube
• Rounded Surface for Injection (decreasing pain)	• Flat Surface for Injection

<ul style="list-style-type: none"> <li>• Key Ring Attachment</li> </ul>	
<ul style="list-style-type: none"> <li>• Optional Illumination Cover (easy to locate at night)</li> </ul>	

### Competitive Validation:

We have found competitive validation for our concept in a man named Michael Alexander Letzing<sup>ii</sup> who developed an idea for a device similar to the MiniEpi. Letzing submitted his idea for a utility patent but was denied. Letzing's design lacked the proper prevention from contamination of the epinephrine from bacteria. Through extensive research with our mechanical engineer we have addressed this issue and are in the process of patent application.

### Environment & Context:

Our major competitor is Meridian, the manufacturer of the EpiPen®, and Dey L.P. who markets and distributes it. Dey L.P. currently owns the rights to the name EpiPen® as well as the EpiPen® Jr. and the "2-Paks" that include two of each auto-injector. Both companies are subsidiaries of King Pharmaceuticals and are operated in the United States and Canada. King Pharmaceuticals maintains 95% of the market share for epinephrine auto-injectors. Their primary competitor is the TwinJect®, which is manufactured and distributed by Verus Pharmaceuticals. Verus Pharmaceuticals is a young company, founded in 2003 and based in San Diego. Its primary focus is pediatric treatment of asthma, allergies and other related conditions. Verus created the TwinJect® in 2005, claiming that many patients require more than one dose of epinephrine to prevent a fatal anaphylactic reaction. In order to compete within the industry, our main objective is to design and manufacture a more compact and portable auto-injector than the EpiPen® and TwinJect®.

### Marketing & Sales Strategy:

After completing the first design of the MiniEpi (see product data sheets 001, 002 & 003), we had a mechanical engineer help determine its worth which lead us to establish a sales cost per unit of \$4 for the first five years. We plan to provide our partner in the



pharmaceutical industry with our MiniEpi shells for \$12 each for the first five years. We will approach these pharmaceutical companies with the intentions of partnering through hiring an associate with extensive experience in developing strategic partnerships within our particular industry.

After implementation of epinephrine into the MiniEpi, Auto-Inject Innovations will collaborate with our partnered pharmaceutical company in our marketing strategies. Initially, Auto-Inject Innovations will use a push-pull strategy to gain awareness of our product. We will also capitalize on the resources of our pharmaceutical partner to promote our product to the end users. Then, our pharmaceutical partner will sell the MiniEpi for somewhere between \$65-\$85 (based on the current pricings of EpiPen® and TwinJect®).

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### **Technology Strategy:**

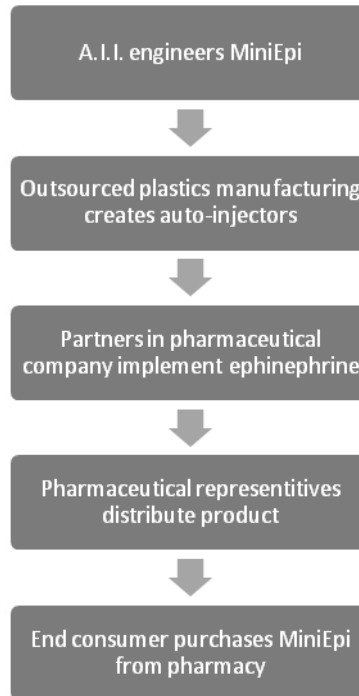
Auto-Inject Innovations is working with Bryan Castner, a mechanical and industrial engineer with over 30 years of experience including military devices as well as auto-injector design expertise. With Bryan we have created our first prototype. We are currently in the process of conducting focus groups and speaking with experienced medical professionals to gain insight into changes that we will make before developing our second prototype. Additions will be made to the MiniEpi concept design 1 to meet all of the specifications requested by our end users.

In addition, we plan to file for a provisional patent in the next month to ensure the protection of our MiniEpi designs. After we have finalized our designs, we will be filing for utility patents to protect the inner workings of the MiniEpi.

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### **Operations Strategy:**

Moving from idea to reality is what A.I.I. strives to accomplish in the field of medicine. There are three different routes A.I.I. is looking into as a part of our operational strategies. First we plan to outsource to a plastics manufacturer for the production of the MiniEpi. Secondly we are looking to partner with a pharmaceutical company who will then implement the epinephrine into the MiniEpi. Lastly, A.I.I as well as pharmaceutical representatives will market and sell the MiniEpi across the United States. Once the sale is complete the pharmaceutical company will distribute the MiniEpi. (see *Figure 5*)



*Figure 5*

## Organization:

Current **team members** and their roles are as followed:

**Alexa Tibshraeny**- Serving as the General Manager for A.I.I. Alexa is responsible for delegating tasks to help all members of A.I.I. utilize the resources necessary to meet target deadlines. Alexa is double majoring in Business Management and Entrepreneurship with honors and through her internships and past work experience she has acquired the skills necessary to move forward with a start up.

**Brandon Weiss**- Suffering from over 10 near death experiences due to allergic reactions allows for Brandon to develop the most ideal epinephrine auto-injector. Serving as the product and operations manager, Brandon coordinates design sessions with engineers to make the MiniEpi while offering his unique perspective as a sufferer of severe allergies.

**Marcos Rodriquez**- With a background in Law through previous work experience and academia, Marcos provides a versatile perspective to the marketing sector of operations. Marcos has researched and compiled different methods of market research to provide A.I.I. with specific requirements sought by customers.

**Whitney Anderson**- Whitney has advanced financial knowledge from previous work experience and is currently enrolled in advanced financial courses. She determines the “what ifs” from our financial statements and calculates where A.I.I. will stand amongst its competitors.

\*Please see appendices for resumes

**Board of Advisors:**

**Marie Wesselhoff**- Director of the Arizona center for innovation with 25 years of medical experience. Providing A.I.I. with the guidance necessary to reach its launch stage. Introducing members of A.I.I. to other leaders in the medical industry allows for the MiniEpi to grow closer to perfection.

**Bryan Castner**- Mechanical engineer with over 30 years of experience. Knowledge of auto-injectors as well as their applications in the military.

**Ed De La Moote**- Entrepreneurial advisor providing the company with knowledge from personal experience with start-ups.

**Development Plan:**

Our vision is to become the leading drug convenience company by 2013 expanding our product line to over 6 products. In addition to manufacturing the EpiPen, Meridian Medical Technologies develops auto-injectors for morphine, nerve agent antidotes, diazepam, and pralidoxime chlorine for military use. We plan to expand our auto-injector line to include these drugs. The portability of our products will be advantageous for military use.

**Risks & Contingencies:**

- Patent infringement – There is a possibility of using patented design claims from current EpiPen®.
- Larger company takes over – A more established pharmaceutical company with more resources could hinder our advancement in the industry.



- FDA 510K approval – It is a lengthy process to be accepted by FDA but since A.I.I. is not dealing with the physical drug approval time can be in excess of two years.
- Reliability – If approved by the FDA we must be able to guarantee the safety and reliability of the MiniEpi to work and function properly at the time of use.
- Global Patent Application – if we are unable to receive approval for a global patent our design could be duplicated and sold outside of the United States. This would lose us a potential market that is currently experiencing a 100% industry growth rate.

### Financial Pro Forma Assumptions: Revenue & Expenses for years 1-5

#### Revenue

Years	1	2	3	4	5
Units Sold	53,000	360,000	506,000	730,000	850,000
Average Selling Price	\$12	\$12	\$12	\$12	\$12
Revenue	\$636,000	\$4,320,000	\$6,702,000	\$8,760,000	\$10,200,000
National Market Share	.003%	2%	3%	4%	5%

#### Expenses

Years	1	2	3	4	5
Units Sold	53,000	360,000	506,000	730,000	850,000
Cost of Goods Sold	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00
Expenses	\$424,000	\$2,880,000	\$4,048,000	\$5,840,000	\$6,800,000
National Market Share	.003%	2%	3%	4%	5%





King Pharmaceuticals has 95% of the epinephrine auto-injector market. Verus Pharmaceutical's TwinJect entered the market in 2005. In the five years they have been operational they have captured 5% of the market. Auto-Inject Innovations views TwinJect as a benchmark company in its approach to market penetration.

**Phase 1:** From months 8-12 we will use Arizona as our test market. We plan to capture roughly 15% of the state of Arizona's epinephrine auto-injector market (53,000 units sold) – which is roughly .003% of the national market.

**Phase 2:** Introduction into the heavily populated states (California, Texas, Florida, New York, Massachusetts, Illinois, Nevada) In year 2, we will capture roughly 2% of the national market which represents 360,000 units sold. In year 3 we will capture roughly 3% of the national market, which represents 506,000 units sold.

**Phase 3:** Introduction into states surrounding previously selected states. We will capture roughly 4% of the national market and roughly 730,000 units sold. In year 5 we will reach 5% of the national market and 850,000 units sold within the selected states.

#### **Investment Plan Sought & Use of Proceeds:**

**Venture Valuation: \$1,333,833**

**Seeking: \$307,400**

<b>Proposed Source of Funds</b>	<b>Investment</b>
<b>Investors</b>	\$267,400
<b>Founders</b>	\$40,000

<b>Use of Funds</b>	<b>Start up Prices</b>
Utility Patents	\$10,000
Operating & Marketing Expenses	\$163,960
Salaries for Months 1-8	\$133,440
Total	\$307,400

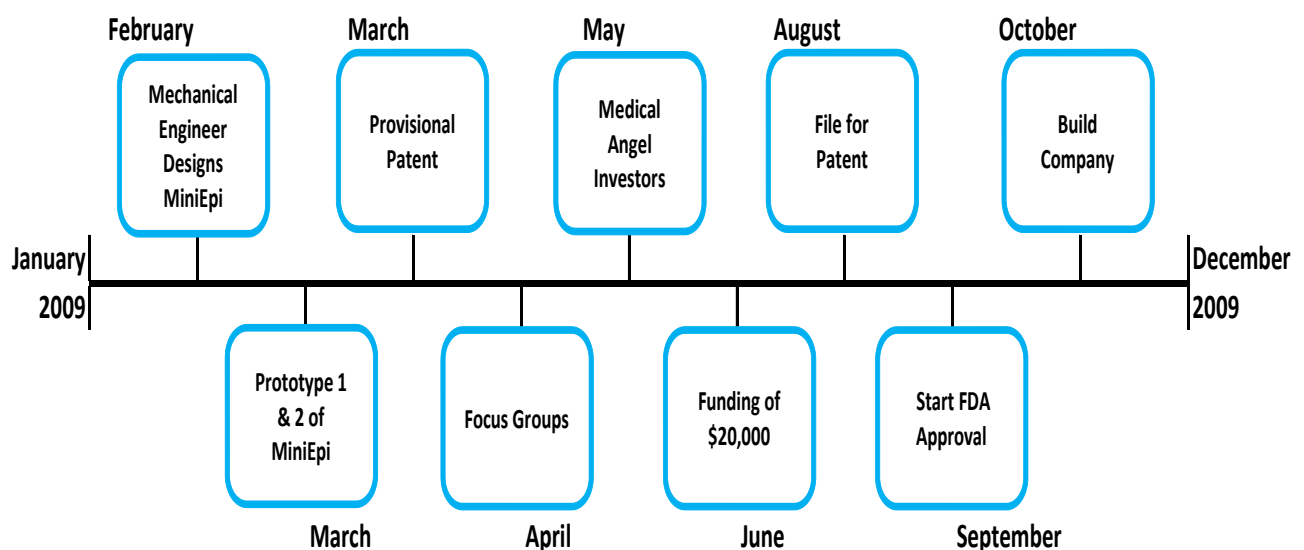


Each Auto-Inject Innovation team member plans to contribute \$10,000. We are seeking \$267,400 from outside investors. We need this money to file for utility patents, pay for plastics outsourcing, develop a push/pull marketing strategy as well as to pay for our salaries. We begin to generate cash flow in month 8 and plan to utilize that money for phase 2 of our expansion plan.

## Harvesting Plan

Our ideal exit strategy would be to sell the MiniEpi to a well established pharmaceutical company. We recognize King Pharmaceuticals as the industry leader in epinephrine auto-injectors. King Pharmaceuticals prides themselves on their innovative business development techniques which include the licensing of inventive products as well as the acquisition of approved products. As they are the current manufacturer of the EpiPen® and have great potential and ample resources, we aspire to have our harvesting strategy include the sale of our MiniEpi to King Pharmaceuticals. If King Pharmaceuticals is not interested in the acquisition of our venture, we will look into other large pharmaceutical companies who are known to favor mergers.

## Timeline





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## Summary

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**Who:** We are a team comprised of determined and capable individuals who have expertise in the fields of management, entrepreneurship and finance.

**What:** We strive to change the way people administer drugs with use of more convenient products.

**When:** Over the next five years we will test our product in a smaller market to determine whether or not we can generate enough demand to remain a viable company.

**Where:** We will begin our test market in Arizona, eventually expanding to the most populated states and will become national by 2013.

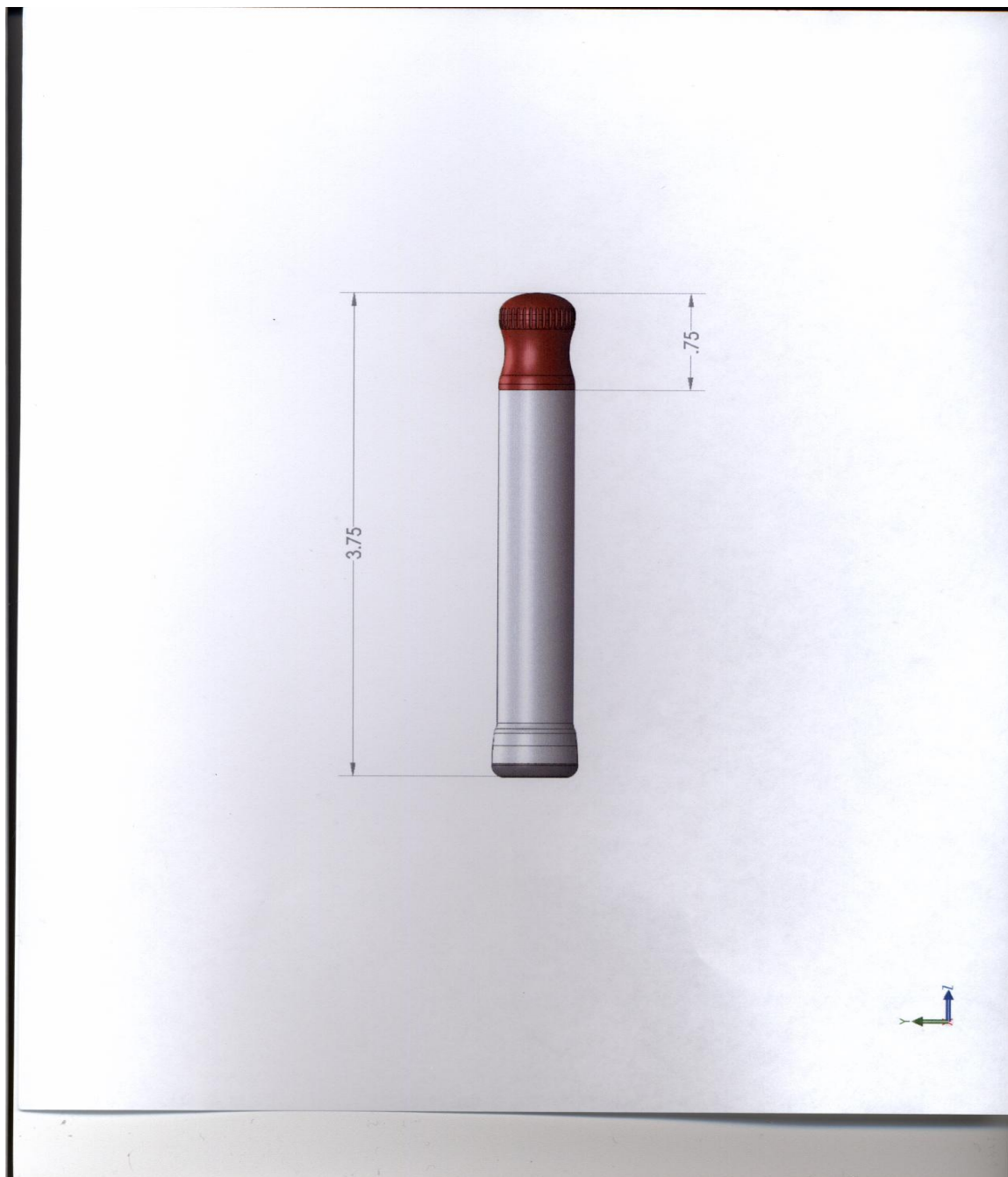
**Why:** We recognize a need for a more convenient, practical and elegant line of drug delivery products.

**How:** We will start small in the niche market of EpiPen® users who desire a more portable device. After we establish a place in the market, we will expand to other drug auto-injectors/products.

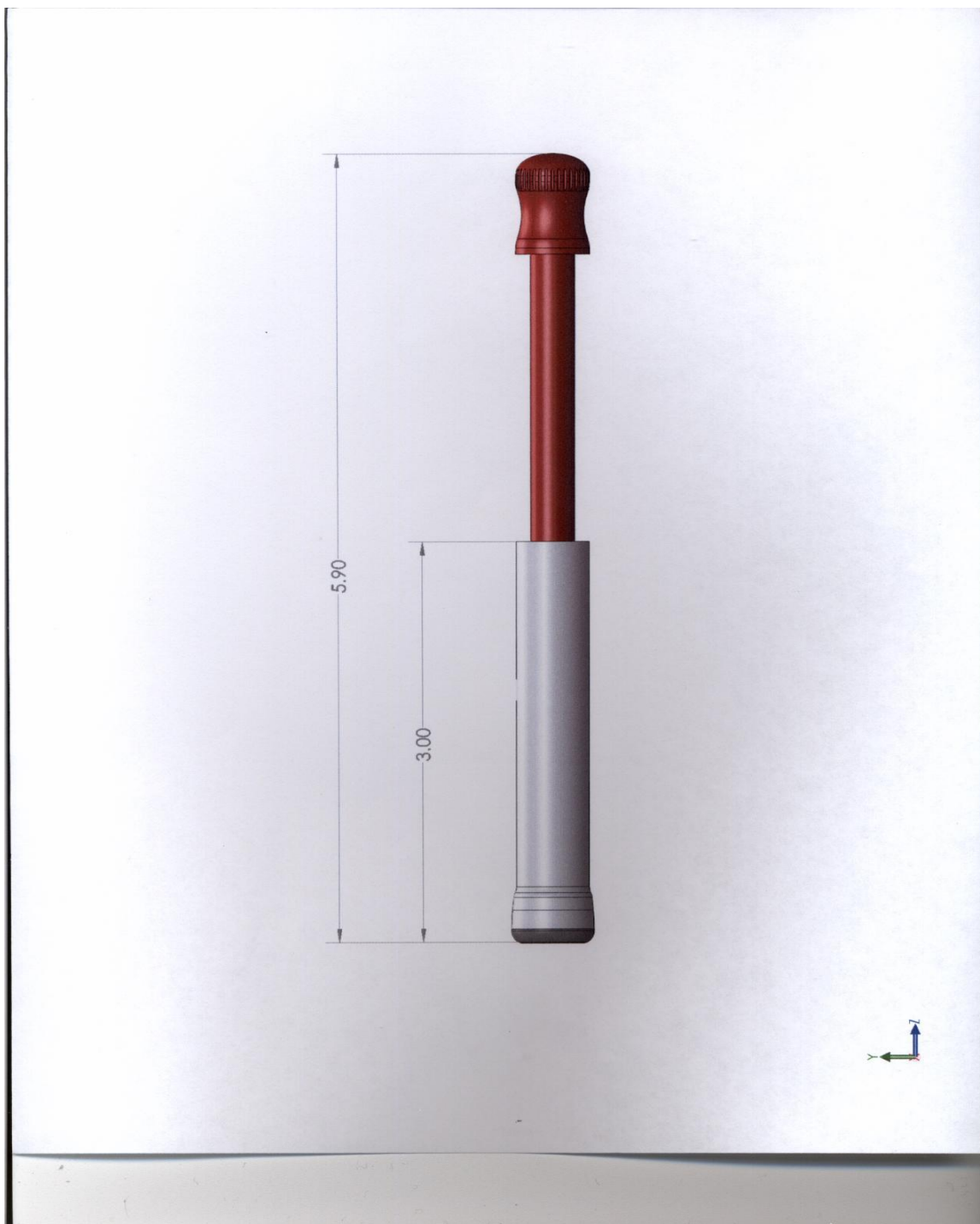
**Vision:** We strive to improve people's everyday lives by providing safety and convenience through our innovative pharmaceutical devices.

**Mission:** The MiniEpi will be made available to every person at risk of anaphylactic shock. While providing safety and reliability, the MiniEpi will allow people to experience the full convenience of an epinephrine auto-injector.

## Appendix A



Product Data Sheet 001



Product Data Sheet 002



Product Data Sheet 003





## Appendix B

**Marcos David Rodriguez**  
[sokram05@email.arizona.edu](mailto:sokram05@email.arizona.edu)

Home 661-871-7719

**Permanent Address**  
3515 Braeburn Dr.  
Bakersfield, California 93306

**Current Address**  
2922 E. 9<sup>th</sup> Street  
Tucson, Arizona 85716

<b>Education</b>	<b>The University of Arizona</b> Bachelor of Science in Business Management, May 2009 Major: Business Management; Entrepreneurship
<b>Experience</b> 06/08-08/08	<b>Rodriguez &amp; Associates, Bakersfield, California</b> <i>Lawyer's Assistant</i> <ul style="list-style-type: none"><li>• Prepared drafts of Request for Production and Request for Interrogatories</li><li>• Reviewed discoveries, depositions, testimonies, and statements for civil cases</li><li>• Assisted in paralegal preparations for upcoming trials</li></ul>
06/04-07/04 07/07-08/07	<b>Law Office of Sylvia Lopez, Bakersfield, California</b> <i>Lawyer's Assistant</i> <ul style="list-style-type: none"><li>• Prepared drafts of summary statements and briefs for social security cases</li><li>• Assisted preparation and presentation for social security/workers compensation hearings</li><li>• Established proficient surroundings for the paralegals</li></ul>
06/06-07/06	<b>Diamond Ridge Roofing, Bakersfield, California</b> <i>Roof Tear</i> <ul style="list-style-type: none"><li>• Tore off roofs efficiently</li><li>• Quickly assembled tile, ply wood, and tools on the roof beams</li><li>• Worked within a team of bilingual men to be as effective as possible</li></ul>
06/05-08/05	<b>La Amistad Cafe, Clarksburg, California</b> <i>Server and Busser</i> <ul style="list-style-type: none"><li>• Server for 6 tables each having up to 5 people at them</li><li>• Responsible for cleaning up and setting up tables in a timely manner</li><li>• Created a comfortable atmosphere for about 100 guests a day</li></ul>
<b>Activities</b>	<ul style="list-style-type: none"><li>• Marketing Manager - Entrepreneurship Venture Concept Project; Present</li><li>• Officer – Sigma Alpha Epsilon Chapter President; Jan. 2008 - Present</li><li>• Officer – Sigma Alpha Epsilon Chapter Vice President; Aug. 2007- Dec. 2007</li><li>• Coordinator - Sigma Alpha Epsilon Scholarship Chair; Jan. 2007 – May 2007</li><li>• Member - Greek Noblemen Leadership; January 2007- May 2007</li><li>• Coordinator - Sigma Alpha Epsilon Homecoming Chair; Aug. 2006 – Dec. 2006</li><li>• Volunteer – Ronald McDonald House Charities; October 2006 – November 2006</li><li>• Volunteer – Race for the Cure; April 2006</li></ul>



**Whitney Anderson**  
6151 N. Piedra Seca  
Tucson, AZ 85718  
Home: (520) 577-1550  
Cell: (978) 660-6212  
wanderso@email.arizona.edu

EDUCATION	<b>Eller College of Management - The University of Arizona</b> <b>Tucson, AZ</b> Bachelor of Science in Business Administration ( <i>May 2009</i> ) <ul style="list-style-type: none"><li>Major: Finance, Entrepreneurship</li><li>Dean's List Honorable Mention (<i>Fall 2005, Spring 2006</i>)</li><li>Delta Sigma Pi (<i>September 2007 to Present</i>)</li><li>Financial Management Association (<i>September 2007 to Present</i>)</li></ul>
COMPUTER SKILLS	<ul style="list-style-type: none"><li>Certified in Microsoft Excel</li><li>Proficient with Microsoft Office applications</li></ul>
LEADERSHIP EXPERIENCE	<b>Delta Sigma Pi Business Fraternity – University of Arizona</b> <b>Tucson, AZ</b> Team Advisor, Fundraiser, Coordinator ( <i>September 2007 to Present</i> ) <ul style="list-style-type: none"><li>Facilitating organizational involvement with Big Bros/ Lil Bros</li><li>Developed a business plan for an existing consumer products firm</li><li>Researched business plan, financials, marketing and personnel strategies</li><li>Completed a project culminating in a 20-page business plan resulting in successful admission to the fraternity</li><li>Conducted fundraising for various philanthropic organizations</li></ul> <b>Business Communication Course – University of Arizona</b> <b>Tucson, AZ</b> Team Member, Case Study Project ( <i>November 2007</i> ) <ul style="list-style-type: none"><li>Constructed a case study for Taco Bell's customers due to the E. coli outbreak</li><li>Examined ways to gain trust back from the customers so Taco Bell could engage in a more aggressive marketing strategy</li><li>Designed project's Power Point which resulted in a marketing campaign intended to increase Taco Bell's profitability</li></ul>
EMPLOYMENT SUMMARY	<b>UA Campus Tutoring</b> <b>Tucson, AZ</b> Receptionist/Secretary ( <i>September 2007 to Present</i> ) <ul style="list-style-type: none"><li>Market and publicize tutoring services to the UA campus</li></ul> <b>Pita Pit</b> <b>Tucson, AZ</b> Food Preparation ( <i>August 2006 to May 2007</i> ) <ul style="list-style-type: none"><li>Trained employees on cash register operations and customer service after being employed for one month</li></ul> <b>Stop and Shop</b> <b>Martha's Vineyard, MA</b> Cashier ( <i>June to August 2005</i> ) <ul style="list-style-type: none"><li>Memorized product codes and trained new employees on the register</li></ul> <b>Maui Nix Surf Shop</b> <b>Daytona Beach, FL</b> Sales Representative ( <i>June to August 2004</i> ) <ul style="list-style-type: none"><li>Contributed to opening a new store; organized merchandise, and ensured quality customer service to improve customer loyalty</li></ul>





ALEXA FRANCES TIBSHRAENY lextibs@gmail.com

Current Address:  
446 N. Campbell Ave #4104  
Tucson, AZ 85719  
(480) 225-0901

**Education:** The University of Arizona: Eller College of Management

**Tucson, Arizona**

Bachelor of Science in Business Administration, May 2009  
Major: Business Management & Entrepreneurship with Honors  
Minor: French  
GPA: 3.945

**Experience:**

- |                 |  |                     |
|-----------------|--|---------------------|
| 01/02 – present | <b>AudioMakers</b><br><i>Voice Talent for national audio recording company</i><br>• Voice scripts for various clients' radio commercials<br>• Ongoing "young adult female" voice over work   | Scottsdale, Arizona |
| 02/03 – present | <b>Valley Ceramic Tile</b><br><i>Sales Clerk for large flooring wholesaler</i><br>• Assist with semi-annual inventory sale<br>• On floor sales associate<br>• Responsible for customer payment processing  | Phoenix, Arizona    |
| 05/08 – 07/08   | <b>Bice Bistro</b><br><i>Hostess for international restaurant chain</i><br>• Performed daily restaurant operational tasks<br>• Completed training in customer service within food and beverage industry<br>• Responsible for customer 'to go' payment processing<br>• Managed weekly inventory records   | Chicago, Illinois   |
| 05/08 – 07/08   | <b>Sudler Sotheby's International Realty</b><br><i>Summer Internship</i><br>• Acted as liaison between real estate agents and office managers<br>• Worked as hostess and assisted in organization of special events<br>• Organized and implemented ongoing series of open house events throughout the Chicago high end real estate market<br>• Responsible for uploading new listings to company database<br>• Managed telephones, schedules, emails and faxes for a network of real estate agents | Chicago, Illinois   |

**Activities:**

- Member, Phi Alpha Delta Pre-Law Fraternity, Fall 2005 – Spring 2006
- National Scholars Honor Society, Spring 2006 – present
- National Society of Collegiate Scholars, Spring 2006 – present
- Member, Delta Sigma Pi Professional Business Fraternity, Spring 2007- present
- Participant, Arizona in Paris Study Abroad Program, Summer 2007
- Participant FITA Case Competition, Spring 2008

**Awards:**

- Phi Alpha Delta Mock Trial Team Winner, Fall 2005
- Business Math Case Competition Finalist, Spring 2006
- Awarded Leland Groezinger Scholarship of \$2000, Fall 2007
- Second Place in MIS Case Competition, Spring 2008
- Academic Dean's List with Distinction, Fall 2005 – Spring 2008

**Skills:**

- Proficient in Windows and Office XP
- Microsoft Excel Certified



Brandon Jacob Weiss

1145 Yale St Apt. 8 • Santa Monica, CA 90403 • 310.420.1175  
Bweiss1@email.arizona.edu

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## EDUCATION

### The University of Arizona

Tucson, AZ

Bachelor of Science in Business Administration, May 2009

Major: Entrepreneurship

Minor emphasis in Management Information Systems and Finance

Business GPA: 3.7

## RELEVANT COURSEWORK

New Venture Development and Industry Analysis, Corporate Finance for New Ventures, Intellectual Property, Operations Management, Business Ethics, Idea Funding, Business Communication and International Business

## EXPERIENCE

### J.S. Rosenfield & CO.

Santa Monica, CA

*Commercial Real Estate Intern Summer 2008*

- Promoted sales of 4 properties through advertisements and participation in multiple listing services
- Assisted in 2 property closings, overseeing signing of documents and disbursement funds in excess of \$750,000
- Developed a business plan outline to help with funding for new commercial property in Montecito, CA

### The Leoni Group

Los Angeles, CA

*Intern for I.T. Project Manager Summer 2007/2008*

- Enhanced the productivity of employees through I.T consulting
- Managed to save clients on average \$40,000 on I.T. infrastructure

### Levine Communications

Beverly Hills, CA

*Intern for Corporate Entertainment sector Summer 2007*

- Constructed press kits for all clients for mass media exposure
- Responsible for completing daily spreadsheets to keep track of work performed for clients
- Interfaced communication daily with Vice President of company

### Big Mango Catering Co.

Los Angeles, CA

*Associate Marketing Director March 2006-August 2007*

- Responsible for marketing high quality foods to Los Angeles corporate offices
- Author bi-monthly marketing reports based on performance and effectiveness
- Implemented various marketing strategies for new client development resulting in \$60,000 increase in sales

## ACHIEVEMENTS

## ACTIVITIES

- Greater Los Angeles Agency on Deafness – Volunteer
- Investment Club - Active Member
- The National Society of Collegiate Scholars member
- Kappa Sigma Fraternity – Treasurer and Active member

## AWARDS

- 1st Place Eller Business Communication Case Competition
- University of Arizona Academic Excellence Scholarship
- Kappa Sigma Fraternity- Outstanding Scholar Award
- Presidential Outstanding Community Service Award

## SKILLS

- Microsoft Excel Specialist Certification
- Proficient in Spanish
- Adept Knowledge in all systems for the hearing impaired



## Appendix C

MiniEpi	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Projected Balance Sheets (\$s)</b>					
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash	129,331	1,342,004	3,621,181	6,570,562	10,159,055
Accounts Receivable	191,818	439,566	607,389	883,118	1,026,974
Inventory	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Assets</b>	<b>321,149</b>	<b>1,781,570</b>	<b>4,228,569</b>	<b>7,453,679</b>	<b>11,186,029</b>
<b>Property and Equipment</b>	-	-	-	-	-
(less accumulated depreciation)	-	-	-	-	-
<b>Net Property and Equipment</b>	-	-	-	-	-
<b>Other Assets</b>	-	-	-	-	-
<b>TOTAL ASSETS</b>	<b>321,149</b>	<b>1,781,570</b>	<b>4,228,569</b>	<b>7,453,679</b>	<b>11,186,029</b>
<b>LIABILITIES AND MEMBERS' CAPITAL</b>					
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Accounts Payable	418	795	795	833	833
Other Current Payables	-	-	-	-	-
Revolving Line of Credit	-	-	-	-	-
Current Portion of L-T Debt	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>418</b>	<b>795</b>	<b>795</b>	<b>833</b>	<b>833</b>
<b>Long-Term Debt</b>	-	-	-	-	-
<b>Total Liabilities</b>	<b>418</b>	<b>795</b>	<b>795</b>	<b>833</b>	<b>833</b>
<b>Members' Capital</b>					
Members' Paid-In Capital	309,451	309,451	616,851	616,851	616,851
Undistributed Members' Earnings	11,279	1,471,324	3,610,923	6,835,995	10,568,345
Less: Members' Interest Repurchase	-	-	-	-	-
<b>Total Members' Capital</b>	<b>320,730</b>	<b>1,780,775</b>	<b>4,227,774</b>	<b>7,452,846</b>	<b>11,185,196</b>
<b>TOTAL LIABILITIES AND MEMBERS' CAPITAL</b>	<b>321,149</b>	<b>1,781,570</b>	<b>4,228,569</b>	<b>7,453,679</b>	<b>11,186,029</b>

**MiniEpi****Projected Income Statements (\$s)**

<b>SALES</b>					
Gross Sales	640,032	4,400,064	6,079,968	8,840,016	10,280,016
Returns and Allowances	-	-	-	-	-
<b>NET SALES</b>	<u>640,032</u>	<u>4,400,064</u>	<u>6,079,968</u>	<u>8,840,016</u>	<u>10,280,016</u>
<b>COST OF SALES</b>					
Materials	213,344	1,466,688	2,026,656	2,946,672	3,426,672
Labor	-	-	-	-	-
Taxes and Benefits	-	-	-	-	-
Other	-	-	-	-	-
<b>TOTAL COST OF SALES</b>	<u>213,344</u>	<u>1,466,688</u>	<u>2,026,656</u>	<u>2,946,672</u>	<u>3,426,672</u>
<b>GROSS MARGIN</b>	426,688	2,933,376	4,053,312	5,893,344	6,853,344
<b>OPERATING EXPENSES</b>					
Salaries and wages	200,160	304,226	310,308	366,563	474,003
Payroll taxes	15,312	23,273	23,739	28,042	36,261
Employee benefits	34,027	51,718	71,371	84,310	109,021
Depreciation	-	-	-	-	-
Bad debt expense	640	4,400	6,080	8,840	10,280
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Additional Operating Expenses	158,356	194,848	190,848	203,860	203,860
<b>TOTAL OPERATING EXPENSES</b>	<u>408,495</u>	<u>578,465</u>	<u>602,345</u>	<u>691,615</u>	<u>833,425</u>
<b>OPERATING PROFIT (LOSS)</b>					
<b>BEFORE INTEREST AND TAXES</b>	18,193	2,354,911	3,450,967	5,201,729	6,019,919
<b>INTEREST EXPENSE</b>	-	-	-	-	-
<b>PROFIT (LOSS) BEFORE TAXES</b>	18,193	2,354,911	3,450,967	5,201,729	6,019,919
<b>DISTRIBUTION FOR TAXES</b>	<u>(6,913)</u>	<u>(894,866)</u>	<u>(1,311,367)</u>	<u>(1,976,657)</u>	<u>(2,287,569)</u>
<b>NET PROFIT (LOSS)</b>	<u>11,279</u>	<u>1,460,045</u>	<u>2,139,599</u>	<u>3,225,072</u>	<u>3,732,350</u>
<b>EBITDA</b>	18,193	2,354,911	3,450,967	5,201,729	6,019,919

**MiniEpi****Projected Cash Flows (\$s)****CASH FLOWS FROM OPERATIONS**

Net income	11,279	1,460,045	2,139,599	3,225,072	3,732,350
Adjustments to reconcile net income to cash flows from operations					
Depreciation		-	-	-	-
Changes in certain assets and liabilities					
Accounts receivable	(191,818)	(247,749)	(167,822)	(275,729)	(143,856)
Inventory	-	-	-	-	-
Other current assets	-	-	-	-	-
Accounts payable	418	377	-	38	-
Other current payables	-	-	-	-	-
Revolving line of credit	-	-	-	-	-

**TOTAL CASH FLOWS FROM OPERATIONS**

(180,120)	1,212,673	1,971,777	2,949,381	3,588,494
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**CASH FLOWS FROM INVESTING ACTIVITIES**

Purchase of equipment	-	-	-	-	-
Other Assets	-	-	-	-	-

**TOTAL CASH FLOWS FROM INVESTING ACTIVITIES**

-	-	-	-	-
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**CASH FLOW BEFORE FINANCING**

(180,120)	1,212,673	1,971,777	2,949,381	3,588,494
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**CASH FLOWS FROM FINANCING ACTIVITIES**

Borrowing of long-term debt	-	-	-	-	-
Repayment of long-term debt	-	-	-	-	-

**CASH FLOW BEFORE MEMBERS' CONTRIBUTIONS**

(180,120)	1,212,673	1,971,777	2,949,381	3,588,494
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Members' Capital Contributions	309,451	-	307,400	-	-
Members' Interest Repurchased	-	-	-	-	-

**TOTAL CASH FLOWS FROM FINANCING ACTIVITIES**

309,451	-	307,400	-	-
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**NET CASH FLOWS**

129,331	1,212,673	2,279,177	2,949,381	3,588,494
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**CASH, BEGINNING OF PERIOD**

-	129,331	1,342,004	3,621,181	6,570,562
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**CASH, END OF PERIOD**

129,331	1,342,004	3,621,181	6,570,562	10,159,055
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## Appendix D

<sup>i</sup> Varma-White, Kavita. "Epipens emerge as life-saving kid accessory." 20 Nov. 2008. MSNBC. 17 Jan. 2009 <<http://www.msnbc.msn.com/id/27725975/from/ET/>>.

<sup>ii</sup> Letzing, Michael A. Epinephrine Dosing Regimens. US Patent Application, assignee. Patent 20070203247. 2007.

<sup>iii</sup> "What is Anaphylaxis." 1 Jan. 2007. EPIPEN. 5 Feb. 20  
[http://www.epipen.com/anaphylaxis\\_what\\_is.aspx](http://www.epipen.com/anaphylaxis_what_is.aspx)

<sup>iv</sup> "Report of the NIH Expert Panel on Food Allergy Research."  
[Http://www3.niaid.nih.gov](http://www3.niaid.nih.gov). 14 Mar. 2006. National Institute of Allergy and Infectious Diseases. 15 Sept. 2008  
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<sup>v</sup> "Pharmaceutical Preparation Manufacturing." [Http://www.census.gov](http://www.census.gov). 9 Aug. 2007. U.S. Census Bureau. 15 Oct. 2008  
<<http://www.census.gov/naics/2007/def/nd325412.htm>>.

<sup>vi</sup> Arizona Schools. 3 Mar. 2009 <<http://www.localschooldirectory.com/state-schools/AZ>>.

<sup>vii</sup> Arizona Pharmacies Directory. 3 Mar. 2009 <<http://arizona.uscity.net/Pharmacies/>>.