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How Sonia Sachs discovered that medicine isn’t just an intellectual pursuit

Sachs with husband, Jeffery, and singer/philanthropist Bono

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Rebuilding Trust in Business on the Coattails of Global Economic Restructuring

Helen Ostrowski
Immediate-past Chair, Porter Novelli

In the rebuilding of America that a new Administration promises to start this year, corporations will have a huge role to play—but only if they can rebuild public trust in their stewardship of the important societal entities they represent.

Public trust in business has been steadily eroding for decades, but it has taken a particularly severe beating in the past few years thanks to corporate malfeasance scandals with companies such as Enron, WorldCom and Tyco. And last year, things only got worse. Public outrage over the economic crisis combined with the perfect storm of several imploding industries (like financial services and automotive), a warming planet and lack of progress in areas from healthcare coverage to energy innovation left many wondering if corporate America really can be trusted to manage sustainable businesses.

As the healthcare industry knows well from experience, lack of public trust undermines a positive environment in which to conduct business and companies are forced to spend more time and resources defending themselves than running the business.

The collapse of credibility is a direct outgrowth of companies’ failure to adequately address three megatrends transforming the business landscape: global integration, empowered stakeholders and the digital network revolution.

1. Truth and transparency: 2009 will be a year in which companies will have to clearly articulate their values to all stakeholders and live up to them each and every day in the actions they take running their business. They’ll need to be rock-solid in telling the truth.

2. Social Networking: Rapidly evolving technology has enabled social networks to grow exponentially in size and power. It can be said that the Obama campaign’s understanding of and ability to tap this trend contributed mightily to the outcome of the election: The candidate was able to use the power of social networks to raise money, build an army of millions of supporters and get his messages out quickly via text and e-mail. In business, savvy corporations are discovering that the benefits of social networks far outweigh the drawbacks that have so often caused companies such palpitations.

But short term, there are five key trends that companies could make a lot of progress in addressing this year—and start to rebuild trust.

The collapse of credibility is a direct outgrowth of companies’ failure to adequately address three megatrends transforming the business landscape: global integration, empowered stakeholders and the digital network revolution.

which to conduct business and companies are forced to spend more time and resources defending themselves than running the business.

The collapse of credibility is a direct outgrowth of companies’ failure to adequately address three megatrends transforming the business landscape: global integration, empowered stakeholders and the digital network revolution. Frankly, business has been challenged by the massively altered societal context in which it finds itself, given the sea-change it requires in corporate thinking and systems. There’s no question that it’s a complicated environment and addressing it is a long-term process.

But truth is just the threshold, according to Jeff Immelt, CEO of GE. If you’re going to build trust, he noted, “you need to open yourself up to inspection nearly all the time...and demystify your company.” Even companies cloaked in secrecy are beginning to find that since there really is nowhere to hide, they may as well open up. When could we have imagined the recent scene in Congress in which the leading executives of some of the world’s largest hedge funds agreed with the need for regulation of their industry and much greater transparency of their operations? In healthcare, expect this to play out in even greater demand for full transparency about clinical trial results, medical errors, healthcare costs and the like.

2. Social Networking: Rapidly evolving technology has enabled social networks to grow exponentially in size and power. It can be said that the Obama campaign’s understanding of and ability to tap this trend contributed mightily to the outcome of the election: The candidate was able to use the power of social networks to raise money, build an army of millions of supporters and get his messages out quickly via text and e-mail. In business, savvy corporations are discovering that the benefits of social networks far outweigh the drawbacks that have so often caused companies such palpitations.

When Johnson & Johnson started its corporate blog, Ray Jordan, Chief Communications Officer, noted that one of the attractions was that the blog gave the firm the opportunity to discuss its position or provide facts without the mediation of a third party like a television commentator or NGO activist. The company had enough of an opportunity to get used to the spotlight that blogs confer so when the company sued the American Red Cross over violation of their licensing agreement for the use of the red cross, J&J could reach out to stakeholders directly and often while the ARC relied on press statements and press releases.

But healthcare companies in general have been fairly conservative embracing social marketing compared to companies like Dell (which has more than 70 employees in its Communities and Conversations function), General Motors (which proactively brings up sensitive topics in external blogs, such as the company’s financial condition or government loans to create a more open dialogue with outside stakeholders and influencers) and IBM, which is using social media to guide the company’s internal culture and productivity. Says Adam Christiansen, Manager of Social Media for IBM: “Social media goes beyond just getting to know each other. It can result in really
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3. Diversity: The expectations unleashed by the election of Obama—whose supporters represented a diverse swath of the American electorate against many demographics—will reverberate in every corner of our lives this year. Not only do “people who are different from me” want to be heard—they want to engage and be able to make a difference. The energy of all these diverse groups—especially the Millennials—provides tremendous opportunities for innovation and new solutions to the thorny problems we face. Ron Alsop, Wall Street Journal contributing columnist and author of The Trophy Kids Grow Up: How the Millennial Generation is Shaking Up the Workplace, notes: “Young people want to find a sense of purpose and deeper meaning in their jobs and careers. They seek employers with a commitment to the environment and corporate social responsibility, as well as diversity. They want to be the change they want to see in the world, including the business world.” He notes that companies will need to be honest in their claims when communicating with the younger generation. “They have a really good radar for phoniness.”

4. Engaging New Influentials: Life was certainly easier when all we worried about were the “traditional” stakeholders, like employees, investors, customers and government regulators. But trust issues have driven many of these people into the arms of others, generally through social networking. Expect to engage with groups you never heard of, bloggers you think never took a lesson in civility or self-styled experts that suddenly command great attention because their opinion rates higher with your stakeholders than those of the thought leaders you deploy. At Coca Cola, stakeholder engagement is part of the business strategy, according to Mark Preisinger, Vice President, Public Policy and Stakeholder Engagement. “Our business can only grow and prosper as well as the communities in which we grow and prosper. We’ve gone from being defensive in how we deal with stakeholders to being proactive and having partnerships with people that 10 years ago we wouldn’t have even been in the same room with. We have to move from defensive to proactive; stakeholders are smarter and more effective today and their ability to make change is very real.”

5. It’s About Conversation! Finally, companies, which normally have followed an institutional structure akin to the military—with its command and control structure—will need to quickly learn the art of dialogue and conversation rather than continue to try and flog messages in a one-way, top-down fashion. This means replacing our idea of “research” with “learning,” “targeting” to “seeding” and “structure” with “culture.” Stakeholders are engaged in a global conversation over the digital back-yard fence with millions of their new friends and neighbors—and they’re driving a conversation about the very institutions that appear in many cases so powerless to intervene. Rather than hide (“no way are we going to start a blog”) or leap in (“of course we need a corporate blog right away”), companies can start with the simple art of “listening.” Every company that starts listening as their first step of engagement finds that the new technology is perfectly suited to give them far more information than they ever had before (and a lot faster) about what their customers, employees and other stakeholders are thinking. Often it is a good source of new ideas, as well.

If you’re a “glass half-full” person like me, these issues represent far more opportunities than challenges. The demonstrated power corporations have to change and improve the world around them and the natural optimism of the human species generally should give us great hope that progress made this year in these areas will net major gains in improved trust with our stakeholders and long-term sustainability of our enterprises.

Helen Ostrowski, a former HBA president, recently retired from Porter Novelli, a global PR company with offices in 54 countries.
HOT TOPIC...
PROFESSIONAL OUTLOOK FOR 2009

Nurturing Your Career Upward Despite a Downturned Economy

Deborah Coogan Seltzer
Vice President, Pearson Partners International

At this juncture, it is unlikely anyone needs a re-cap of the overall challenges facing our economy and financial system, all of which are visiting unprecedented pressures on industry leaders. And these global issues are piled on top of those specific to healthcare with which we are already grappling.

With a new Administration in Washington, DC, can we doubt more changes are on the way?

This brings to mind a quote from 19th Century American politician John James Ingalls: “Opportunities are usually disguised as hard work, so most people don’t recognize them.”

NOW MORE THAN EVER, GUIDING YOUR CAREER WILL REQUIRE YOU TO BE PROACTIVE AND TO TAKE CARE NOT TO STUMBLE OVER YOUR PRE-CONCEIVED NOTIONS AS TO WHAT CONSTITUTES A “GOOD” CAREER MOVE.

Today, there has never been a greater need for talented individuals who can bring energy, dedication, tenacity and open-mindedness to organizations trying to effectively navigate these turbulent waters. There are opportunities for those who can help solve the challenges that face healthcare—particularly pharmaceutical/life sciences companies—even before the more recent economic meltdown.

Being a part of the solution, demonstrating the ability to see the horizon, to think “outside the box,” to anticipate changes, to act nimbly—yes, these are clichéd traits that are increasingly in demand. They are attributes sorely in need of application to the challenges facing our industry: roadblocks to innovation and growth; increased regulatory/governmental scrutiny and involvement; negative public perception; pricing and reimbursement issues; demonstrating comparative effectiveness; the need to re-think the sales model in pharma, etc.

The search industry has seen a slowdown in all sectors, including healthcare. However, John T. Mitchell, who heads the Life Sciences Practice for North and South America at SpencerStuart, one of the leading retained executive search firms in the world, believes there will be a continued appetite for professionals in the functional areas most closely related to the above-listed challenges—e.g., regulatory, business development, research, clinical development, scientific affairs, pharmacovigilance, health technology assessment—as well as those who can think and operate strategically on the commercial side of the business. If you are well-positioned in one of these areas, now is not the time to become complacent. Continue to develop your skills, challenge your own perceptions and mental models and demonstrate an ongoing capability to contribute to the business, to the solutions.

Now more than ever, guiding your career will require you to be proactive and to take care not to stumble over your pre-conceived notions as to what constitutes a “good” career move.

Sometimes a lateral move—internally or externally—is exactly what you should do, especially if it will broaden your experience or increase your potential scope of influence due to the size or structure of the organization or functional area.

• “Big pharma” may be downsizing facing difficult times, but there will be opportunities, particularly in the areas discussed above.
• Small and mid-sized companies have potentially greater growth prospects and can often offer more broadly-gauged roles that will add breadth and depth to your experience.
• Early stage firms clearly bring their own risks, but one positive by-product of the current financial crisis is that private equity firms are holding onto their portfolio companies for a longer time horizon—and given that they are more likely to recruit talent who can build and sustain the business.

Jay Kizer, Global Markets Managing Director, Life Sciences for international retained search firm KornFerry, related that the biotech sector has held up particularly well since private equity firms have resources and are investing in building the management teams of their holdings.

None of us has a crystal ball that can determine with any degree of certainty what the near future holds. Time for another cliché: The only constant, the only guarantee is change. It also is a relative certainty that smooth sailing is not in the forecast for the foreseeable future. So, don’t bury your head in the sand, even if you feel you are in a “safe” position. Sometimes there is as much danger in sitting still as there is in leaping capriciously. Be proactive and diligent as you evaluate current and future career opportunities. Carefully assess the risks as well as the rewards in any opportunity. And take every chance you get to learn something, to develop and hone your skills, to be a part of fixing things or determining the way ahead. These chances may come via internal training and development programs, through external education, consulting or even volunteering.

Think broadly. Be honest with yourself about your abilities and what’s important to you. Take a risk, but one that is calculated. Embrace your current organization and dedicate yourself to its success if that’s the best option. Those who are flexible, open and guardedly optimistic are most likely to survive—and even thrive—in these difficult times.

Deborah Coogan Seltzer is Vice President, Pearson Partners International, an international retained executive search firm with complementary professional development and coaching practices. She can be reached at dselzter@pearsonpartnersintl.com.
'09 Trends in Licensing and Strategic Acquisitions

Catherine Angell Sohn, PharmD
Senior Vice President, Business Development & Strategic Alliances, GSK Consumer Healthcare

Increasingly, licensing and strategic alliances are key components of pharmaceutical companies’ strategies for developing and marketing new medicines. Both must supplement internal R&D and commercialization capabilities, especially as many blockbuster products lose patent exclusivity. Universities, government research laboratories, biotechnology and other pharmaceutical companies are highly sought after as potential licensors or strategic alliance partners. Pharmaceutical Executive magazine and others have said: “Licensing is the new R&D.”

Increasingly, licensing and strategic alliances are key components of pharmaceutical companies’ strategies for developing and marketing new medicines.

Licensing deals and collaborations can begin anywhere from pre-clinical through to the post-approval phase. Because of the competitive demand for new products, the trend is for licensing agreements to be undertaken in earlier and earlier phases of development.

Biotechnology or pharmaceutical companies may consider seeking a licensing partner to complement or enhance resources and capabilities needed to develop and market a new medicine. Even a large pharmaceutical company cannot rely solely on its internal R&D department to generate all of its new products. Additional development resources, specialized R&D capabilities and external financing are typical reasons for a smaller company to seek a licensing partnership. Enhanced commercial capabilities—especially in a competitive market—and geographic reach are other common reasons for a strategic alliance. (See Table 1)

If an HBA member is called upon to serve as a member of a “due diligence” team to evaluate a potential licensing opportunity, she should:

- Undertake the assignment seriously and enthusiastically, because new-product teams are good opportunities for professional growth and development.
- Evaluate the external opportunity and data using the same criteria she would use for an internal asset, remembering that the key is to avoid being more critical of external assets (avoid “not-invented-here” syndrome).
- Propose solutions to identified issues.
- Build relationships with peers at the other company, because “people do business with people they like.”
- Demonstrate strong collaborative corporate culture, values and ways of working with a partner to enhance chances of being selected as the partner.

Before a licensing agreement is signed, the parties should define expectations, align goals, define governance structure and processes, establish ways of working and eliminate a “we/they” and a “win/lose” mentality.

Once the licensing agreement is signed, the joint project team should ensure the alliance has an effective “kick-off,” agree on roles and responsibilities, define joint objectives, agree on communication routes and IT support and publish a timeline for the project.

Strategic Alliance Management has developed into a formalized professional function over the last 10 years. Alliance tools, certification and best practices are being adopted by many companies to drive successful strategic alliances. An “Alliance Health Check” should be conducted annually to identify issues and to allow the joint project team to develop solutions. This should include assessments by both companies of senior management commitment, whether the right people and right resources are on the project, roles and responsibilities are clearly defined, there is alignment of direction and plans and presence of a clear dispute resolution mechanism.

GSK is involved in a broad range of licensing deals and strategic alliances. Some of my own “lessons learned” from a number of long term collaborations over the last 25 years are:

- An appreciation of cultural diversity is essential for success
- Trust is the foundation of a relationship and must be earned, beginning on day one
- Even when an alliance is mature and established, it still needs constant attention

TABLE 1. When to seek a licensing partner or strategic alliance

<table>
<thead>
<tr>
<th>Licensor desires:</th>
<th>Licensee desires access to:</th>
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</thead>
<tbody>
<tr>
<td>• complementary R&amp;D capabilities</td>
<td>• a new product or new chemical entity (NCE) to drive growth</td>
</tr>
<tr>
<td>• additional external investment in large-scale development trials</td>
<td>• a new platform capability or drug delivery technology</td>
</tr>
<tr>
<td>• market entry capability, especially for a small or new company</td>
<td></td>
</tr>
<tr>
<td>• enhanced commercial capability, especially in a competitive market</td>
<td></td>
</tr>
<tr>
<td>• additional geographic coverage</td>
<td></td>
</tr>
<tr>
<td>• shared/reduced financial risk</td>
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</tbody>
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1. Senior management support
2. Mutual commitment to invest in the collaboration
3. Product comes first
4. Flexible but disciplined approach to developing governance processes
5. Common goals established for the strategic alliance
6. Trust built from the outset (belief in partner’s capabilities avoids need to repeat all earlier data)
7. Mutual respect and a “one-team mentality”
8. Strong relationships at all levels and across multiple disciplines
9. Commitment to long-term collaboration
10. Communicate, communicate, communicate

10 KEYS to a successful licensing or strategic alliance partnership

Turn to '09 Licensing & Acquisition Trends on page 9
Global View: Fighting Extreme Poverty

How Sonia Sachs discovered that medicine isn’t just an intellectual pursuit.

Sonia Ehrlich Sachs, MD, is a Senior Health Scientist at the Earth Institute at Columbia University, and the Health Coordinator for the Millennium Villages Project. She received a BA from Harvard University, an MD from the University of Maryland Medical School, and an MPH from Harvard School of Public Health. A pediatrician with a specialty in pediatric endocrinology, Dr. Ehrlich Sachs practiced medicine for over 20 years, 14 of which she spent at the Harvard University Health Services. She joined the Earth Institute in 2004.

As a little girl, how did you make sense of your situation?

I was 13 when we arrived in the States and I was completely shell shocked. I didn’t speak English and we had no money and no connections. But what I did find inspiring, even at the time, was seeing how my father pursued his career in the face of so many obstacles.

When did you become involved in health?

Not until I mastered the basics of living in the U.S. In college, I blossomed and my eyes opened to professional opportunities. I went to Harvard and I met Jeff in the first week. We became close senior year. Then I went to the University of Maryland Medical School, which was free at the time. I wanted to become a pediatrician. I did my residency at Boston University, which served the poor and disenfranchised. I saw the blood and guts of downtown Boston. It was there that I really learned the problems from the frontline of the poor. And I also learned that medicine is not just an intellectual pursuit.

When did you become interested in expanding your career beyond being a physician?

When Jeffrey started working in Poland, it was pretty tough. He was helping the government move from Communist central planning to a market-based economy and was commuting back...
and forth. I had a seven- and a four-year-old and was working full time. Life was very busy and it was really difficult. But I felt guilty that I had left Czechoslovakia and always wanted to do something. I felt that this was my contribution.

But it wasn’t really until Jeff started working in Africa that I became interested in doing something on my own. Every summer, we would drag the kids with us and go to Africa and speak with clinics and hospitals and Ministries of Health. I just became completely sucked in to how exciting and potentially workable it all was.

**What was the turning point of your career?**

Frankly, I became envious of Jeff. I would come home and tell him that I saved a child who was wrongly diagnosed and who was suffering from meningitis. But here was Jeff, who would come home having saved eight million lives; he was working on such a grand scale.

I was going to Africa basically as a voyeur with a little bit of medical expertise. So in 2000, I decided to go back to school. I was working as a pediatrician and I asked my boss if she could give me an unpaid leave of absence. She said no, so I quit. And at age 47, I went back to Harvard to do a Masters of Public Health [degree] at the same time as my daughter. I was 47 and the oldest thing they had ever seen.

**When Columbia University offered your husband a position as director of the Earth Institute, you moved to New York. What was that like?**

I was a little disoriented when I moved to New York. Giving up being a practicing physician was big for me. It was one of the things that I knew how to do, did well and could never imagine leaving.

But in New York, I could do public health full time. In 2004, I started to work with Jeff and the Millennium Villages project, which I thought was a nice circumscribed position with only one village in Kenya. Within a year, it became 88 villages in 10 countries.

**How would you describe your work today?**

I am the health coordinator for the Millennium Villages and working on helping show that extreme poverty can be ended, as long as you approach it with a good integrated package of health among other things.

I really liked this holistic approach; it’s what attracted me to pediatrics in the first place. You have to be willing to look at more than just the disease, but also the parents and the grandparents who are taking care of the child to figure out exactly the course of treatment in the holistic context of the whole child.

Jeff and I have been together for 36 years, but I wouldn’t join Jeff if he was doing standard economics work. What drew me to this work is this package of integrated interventions to get people above a certain threshold so that they could be productive enough to invest in their own development.

**What’s the key to success so far?**

It’s very early, but we can already see that the synergy of doing things together is hugely impactful. Rates of anemia and malaria dropped by 78% in Kenya and in Mali by 4%, just because of the interventions in other sectors like access to clean water, bed nets and deworming medication. It is yet another learning lesson that health is multidisciplinary.

**On a personal level, what do you find is your greatest challenge?**

Surviving the incredible chaos of my family. It’s a very hard life. Jeff is a workaholic and I’m like a happily married single parent. Having a career on my own and three kids next to that is interesting, but challenging.

The most important thing to me is that our kids, who live in a blurring of private and public life, are decent, good people. With Jeff being so incredibly involved in world issues and me not being a stay-at-home mother, I could imagine that we could have caused some deleterious physiological impact. With all my children, I worked very hard and was on call every third night and every third weekend. But our children are fine and thrived and, on top of that, are attracted to similar humanitarian pursuits.

**What gives you hope for a healthier world?**

Whenever we bring people to Africa and they have a chance to understand the huge challenges, they get it. In this country, people think we give 20 percent of our budget to international aid, but it’s nowhere near that. We are still working to get the 0.7% that’s needed to end extreme poverty. But I think if the leaders can explain the challenges, we have the potential to really change things. **HBA**
FOCUS ON...
KING PHARMACEUTICALS

King Pharmaceuticals Builds Women’s PARTnerships

Susan Youdovin
EVP, Healthcare Division
Rosica Strategic Public Relations

How can small- to mid-sized pharma and other companies provide the same career enhancements and women’s leadership programs as their large pharma colleagues? King Pharmaceuticals has one answer.

According to King, it is one of the first healthcare companies among its peers to launch a women’s leadership initiative that provides a broad range of resources benefitting all employees. The King Women’s PARTnership (KWP) was launched in September 2008 as a portal-based resource to give its employees a variety of tools, real-time education and training as well as other relevant resources that encourage the advancement and empowerment of women within the company. The name is derived from the four areas of King’s leadership development model: Passion, Accountability, Results and Teamwork.

The KWP initiative provides broad online and offline access to meetings and webcasts, extensive educational resources and information, as well as real-life experiences and the latest insights on mentoring, networking, leadership, work-life balance, coaching, personal branding and career enhancement for women at all stages of their careers. Professional associations and university programs devoted to women’s leadership are listed with descriptions, contact information and local meeting information, if available.

Additionally, King women and men are invited to offer their own “Words of Wisdom,” personal definitions of leadership and recommendations for further reading and development. Employees who want to contribute to the site can write a profile, recommend a book or an article, suggest a program listing or get involved in other ways.

One exciting resource now available is webcasts that feature both King and industry leaders. The first was a discussion about women and leadership among three King women leaders—Linda Calhoun, Senior Director, Corporate QA Compliance; Nan Desai, Senior Manager, Financial Analysis; and Susan Ritchie, Senior Director, Pain Marketing—and led by the HBA’s 2008 Woman of the Year, Charlotte Sibley, Senior Vice President, Business Management, Shire Pharmaceuticals. The webcast is organized so it can be used as a multi-subject matter training tool or viewed completely as an educational resource.

KWP is endorsed and supported by the company’s top executives. Adriann Sax, Executive Vice President for Business Development and Strategic Planning at King, spearheaded the PARTnership initiative, seeing the need for a stronger corporate commitment to develop, retain and recruit talented women to the organization. “Despite intelligence, commitment, expertise and education, women still face challenges reaching the C-suites within our industry. To enhance their success, strengthen their confidence and enable professional achievement, we must provide assistance in the forms of education, mentorship and internal/external networks.” Sax is a member of the HBA Advisory Board and, in keeping with the company’s priorities, King is a Corporate Partner and was Diamond Sponsor of the Leadership Conference in 2007 and 2008.

Gina Reynolds, Director, Strategic Marketing Research, is the KWP Program Director. Reynolds has “a true passion to see others develop and grow.” The ‘06 Leadership Conference (Boston) sparked her interest in giving leadership ideals “hands and feet” within King and she was instrumental in developing and shaping the new initiative. An athlete before it was popular for women, Reynolds learned from team experiences. “Coaching others to take on new challenges and learn something about themselves they didn’t know before is what it’s all about as a leader.” Based in King’s Bristol, Tenn., corporate office, Reynolds is on the HBA Research Committee and active in local professional networking.

Ann Varanakis, Director, Sales Training (Bridgewater, NJ), heads up the field sales force aspects of the KWP initiative. Varanakis has translated her leadership philosophy of “making leadership lessons accessible to employees at all levels, locations and positions” to ensure the specific professional development needs of the field sales force are incorporated into the program planning. She predicts a growing demand for leaders with backgrounds going beyond one area of expertise and cites the value of both the KWP and HBA. “We must work together inside and outside our respective companies to help each other gain the skills and knowledge necessary to take the healthcare industry to the next level.”

KWP Steering Committee (from left to right): GINA REYNOLDS, TIANNA LUCAS, ANN VARANAKIS and ADRIANN SAX.
• Keep communicating
• Continue to build relationships at all levels
• Utilize Alliance Management tools
• Each project needs a project plan and the joint project team
• Governance and Ways of Working should be agreed upon at the time of the initial licensing agreement

And they are definitely off to a great start.

For more information about KWP contact KWP@kingpharm.com.

**09 Licensing & Acquisition Trends continued from page 5**

- Governance and Ways of Working should be agreed upon at the time of the initial licensing agreement
- Each project needs a project plan and the joint project team should provide regular updates to the Oversight Committee
- Utilize Alliance Management tools
- Continue to build relationships at all levels
- Keep communicating

The HBA provides opportunities for leadership development and networking across the healthcare industry... valuable skills in any strategic alliance.

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**Emerging Issues in Leadership: The Case for Ethnic Communications**

**Daria Blackwell**, President, Knowledge Clinic

If anyone doubted the global nature of our world, there should be no question now that our global economy is baring its teeth. With globalization, resettlement of populations in places outside their native origins is accelerating. So, in our time, a need to communicate with people of different ethnic backgrounds in traditionally homogenous markets has arisen very rapidly. In no sector is it more critical than in healthcare, where understanding the genetic and cultural influences on health and healthcare decision-making can represent the difference between health and death.

In the U.S., because of the large population of black, Hispanic and Asian peoples, the term ‘multicultural’ has come to refer primarily to those three major groups. But there are many other ethnicities that we need to understand and communicate with better.

Eastern European, African and Middle Eastern immigrants have been moving into traditionally homogenous population areas of Western Europe. In one small town in Ireland, nearly one-third of the population is Polish. In Hamburg, Germany, more than half of the children in one school are not native and represent 15 nationalities and 20 different languages, with Turkish being predominant. The barriers of language, beliefs and social order are enormous. These populations behave differently in the doctor’s office, on the Internet and in their communities. They generally maintain their cultural heritage longer and are less likely to assimilate, and this is a global phenomenon.

As leaders in our field, it behooves us to understand the massive implications of cultural barriers in healthcare and acquire the cultural competence we need to effectively provide healthcare communications and services to all who need them.

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**HBA MEMBER SPECIAL OFFER**

Blackwell is the author of “Ethnic Marketing,” a chapter in Case Studies in Niche Marketing: Real-World Ways to Reach Key Customer Groups published by HealthLeaders Media, Marblehead, MA. She has made arrangements for HBA members to receive a 15% discount by ordering online at [http://www.hcmarketplace.com/prod-6448.html](http://www.hcmarketplace.com/prod-6448.html) and using MAUTHOR15 in the source code box.

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Catherine Sohn, PhD, a Certified Licensing Professional, is a long-time member of the HBA and currently serves as the mentor to the HBA Europe Chapter. She was honored as the HBA Woman of the Year in 2003.
Dig Your Well Before You’re Thirsty

THE CEO’S CORNER  Laurie Cooke, RPh

We must expect tumultuous times on the road of life. So the question is not whether those tumultuous times will happen. Rather, what matters is how you handle those times and whether you are positioned to see and seize opportunities.

Right now is one of those challenging times of change. But, there are things you can do to ensure that you can thrive in this economy. There are three items that should be on everyone’s “am-I-prepared-for-change” list:

1. A strong network
2. Essential leadership qualities and capabilities
3. Resiliency, resiliency, resiliency

Strong networks can be used both today and tomorrow. Today, you can and should use networks as part of your daily routine to help you get your job done more effectively and efficiently. It’s a meaningful investment, given that those same networks can also help you take that next career step by offering counsel and, at times, business intelligence on job openings. (New hires are often found through relationships and not job postings.) It’s never too late to develop, organize and expand your network … and that means more than just thumbing through that stack of business cards on your desk. One helpful guide I recommend is Harvey Mackay’s Dig Your Well Before You’re Thirsty for advice on how to build and maintain the network that’s right for you.

Of course, another meaningful place to invest is in your leadership qualities and capabilities. The Pew Research Center ranked five qualities as essential for leadership: honesty, intelligence, compassion, creativity and decisiveness. And the good news is that in their survey, women either tied or surpassed men in four of the five qualities, falling short only to men on decisiveness. Additionally, when asked which gender makes a good leader, 69% of American men and 68% of American women said they think both genders make equally good leaders. We still have some way to go, but this is very encouraging data.

Pew overlooked a characteristic I think is essential when managing through big change in the industry and your organization: Resiliency. Darryl Conner, in his book Managing at the Speed of Change, defines resiliency with five component characteristics:

- **Be Positive**  See life as challenging, dynamic and filled with opportunities
- **Be Focused**  Determine where you’re headed and stick to that goal so barriers do not block your way
- **Be Flexible**  Open yourself to different possibilities when faced with uncertainty
- **Be Organized**  Develop structured approaches to be able to manage the unknown
- **Be Proactive**  Look ahead, actively engage change, and work with it

So as we move through 2009, remember: Regardless of the environment across the industry or in your own organization, the HBA is there as a constant in your life to help you handle those times and whether you are positioned to see and seize opportunities.
The Emotional Intelligence of Leadership

Hello and welcome to 2009! I am honored to hold the prestigious title of your new President and to represent your best interests while you strive to achieve the career of your dreams.

As a member of the HBA for more than a decade, I’ve been surrounded by extremely talented and successful women and have shared with them the struggle to recognize their full potential and gain the most satisfaction from their jobs. My career journey and involvement with this organization gave me the tools to crystallize my leadership dreams and ultimately live them today—as President of the HBA, Vice President of Marketing at sanofi-aventis, and (most importantly) wife of my best friend and step mom to three wonderful children.

During my term as President, I hope to help you find ways to tap your inner self so you too can design your future. It begins with recognizing your ability to realize your dreams through the power of emotional intelligence.

Emotional intelligence is the intimate and often very complex understanding of your leadership style and how to use it to get the outcomes you want. It is comprised of several elements:

Self Awareness: The understanding of your emotions.
Self Management: Understanding how these emotions influence your behavior.
Social Awareness: Recognizing your executive presence while considering other’s feelings.
Relationship Management: As important as the other elements, because it is the way in which you communicate, influence and collaborate with others.

Throughout this year, we will explore how you can develop a plan of action to “raise the bar” of your emotional intelligence, with personal developmental objectives serving to guide you along the way.

As you read in this issue about the trends taking shape in today’s unstable world of healthcare, you may be wondering what your own future holds. Everything is changing so rapidly, but there is one thing that you can count on: Yourself. So take the time in 2009 to reflect on what makes you happy, what gets you up in the morning, who you enjoy working with and, ultimately, your career goals and how you plan to get there.

You have the ability to control your destiny. There’s no better time than the present to evaluate how you handle adversity, identify the best workplace environment for you and manage others.

If you spend the time to understand these components of your leadership genetics—and harness your emotional intelligence—you will be able to dream the dream and live the opportunity.

I know, because I am! HBA

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The 22-month, alternating weekend format is ambitious and intense but scheduled so students can pursue their MBA degree without breaking stride in their careers. In the workplace, new ideas and skills can be put to use immediately. Between class weekends students keep in touch to complete group assignments, attend reviews and otherwise participate in school activities. It’s the perfect blend of content and structure that attracts busy managers from healthcare organizations across the US.

Are you ready for change? Prepare to lead.