

HBA BULLETIN

THE NEWSLETTER OF THE HEALTHCARE BUSINESSWOMEN'S ASSOCIATION *Advancing Women's Careers* MARCH/APRIL 2002

Congratulations to Sarah S. Harrison, the HBA's 2002 "Woman of the Year"

This year's HBA "Woman of the Year" (WOTY) Award Luncheon will honor Sarah S. Harrison, Vice President, Customer Strategy Integration, Public Affairs, for AstraZeneca Pharmaceuticals, LP (US business headquarters in Wilmington, DE).

A 2001 HBA "Rising Star," Harrison has been an outstanding presence in the pharmaceutical industry, having logged 25 years of noteworthy experience with AstraZeneca. In her current role, Harrison is charged with delivering an integrated customer strategy across the US Business with specific focus on the public sector of the business. Most recently, she was Vice President & Therapeutic Area Leader for the Pain, Anesthesia & Infection Business



Unit of AstraZeneca and had P&L accountability for the development, commercialization and life cycle management of products in the Pain, Anesthesia & Infection Therapeutic Area.

"Sarah has made important contributions to the success of AstraZeneca and its predecessor company, Zeneca," said Ronald L. Krall, MD, Senior Vice President, US Drug Development. "She continues to teach us, both literally and through example. And she is a valued support and mentor for many women in AstraZeneca... She is most deserving [of this award]."

In addition to honoring Harrison, HBA's WOTY Award Luncheon will also honor Tim Rothwell, Executive Vice President and President, Global Prescription Business, Pharmacia Corporation, as 2002 "Honorable Mentor" award recipient, and recognize the HBA "Star Volunteer," and "Rising Stars" nominated by HBA corporate members. Look for news on these award recipients in the next issue of the *Bulletin*. ■

➤ See page 6 for more on Sarah S. Harrison ➤

**WOMAN OF THE YEAR
LUNCHEON**

**Thursday, May 2, 2002
Hilton New York
New York City
11:30 am**

**For reservations and information, contact
the HBA office at 973-575-0606**

HBA Chapters Update

The HBA's Atlanta, Boston, and San Francisco Bay Area Chapters started 2002 with a bang! Following is their latest news.

The Atlanta Chapter

Fifty members and one year after it began, the Atlanta Chapter of the HBA started off 2002 with a powerful presentation by Tim Pfohl on the strategic value of customer service. Pfohl is Director of Portfolio Management in the Public Building Services Division of the General Services Administration (Atlanta, GA) where he studies the world's best customer service organizations.

"Tim's presentation to the HBA Atlanta Chapter, 'Get the Scissors off the Wall,' imparted valuable information about how to apply the customer service

data that his group has gathered to our own companies," said Linda Bishop, Director of Communications for the Atlanta Chapter. HBA Atlanta met again on March 12th with a successful event focusing on effective mentoring, she added. (Look for more news on this event in the July/August issue of the *Bulletin*.)

Strong support for the new chapter came in 2001 from Solvay Pharmaceuticals, Inc. (Marietta, GA), Novartis Pharmaceuticals Corporation (East Hanover, NJ), IPD Printing-A Wallace Company (Atlanta, GA) and Envision Communications (Marietta, GA). Jan Hannon, the President of Envision Communications, was the driving force in organizing the Atlanta Chapter, and HBA Atlanta's first President.

For more information about individual

or corporate membership in HBA Atlanta, please contact Membership Director, Deborah Seltzer, at 404-215-4600; dseltzer@rayberndtson.com.

The Boston Chapter

February 5th marked the Boston Chapter's first educational forum of 2002.

"Our February 5th evening program was a success, with approximately 45 attendees," said chapter President Karla Gonye. "State Treasurer and Massachusetts gubernatorial candidate, Shannon O' Brien, delivered a speech on the 'Dynamics of Women in Leadership Roles.' She encouraged audience participation and drew out lively discussion about some of the challenges women face in the workplace." The Boston Chapter has also garnered some important corporate support, according to Gonye. Indeed, Weber

turn to **HBA CHAPTERS UPDATE** on page 4

HBA BULLETIN

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EDITOR

Britta Herlitz

CREATIVE CONTRIBUTOR

Rosemary Azzaro

MANAGING EDITOR

Joanne McCaffery Tanzi

ART DIRECTOR

DeborahAnne Chingas Sandke

ADMINISTRATIVE COORDINATOR

Rosanne Gogerty

Please send correspondence regarding the HBA Bulletin to: Joanne McCaffery Tanzi at the above address.

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WEB SITE—Dianna W. Main

WOMAN OF THE YEAR—Teri P. Cox and Nancy Larsen



Advancing Women's Careers

Meeting Photos by Joe Vericker/PHOTOBUREAU, Inc.

MEETING HIGHLIGHTS

PHARMACIA HOSTS HBA'S RECORD TURN-OUT FEBRUARY SEMINAR

Developing and Implementing e-Business Initiatives

Denelle Waynick, Esq.

Director, Gibbons, Del Deo, Dolan, Griffinger & Vecchione, PC

On Wednesday, February 6th the HBA held its "Key Success Factors in Developing and Implementing e-Business Initiatives" evening seminar at Pharmacia Corporation (Peapack, NJ). The turnout was outstanding, with several hundred individuals in attendance. A special thanks to Charlotte Sibley, VP, Global Business Research, Kathleen O'Neal, Director, e-Business Initiatives, and others in the Pharmacia family for arranging the evening.



(Left to right) Robert Sederman, Market Measures/Cozint; Nina Wachsmann, PACE, Inc., a Lowe Healthcare Company; Joe Vargas, Media Mix; HBA President Mary Cobb, PACE, Inc., a Lowe Healthcare Company; HBA Co-Director of Programs Jill Quist, Right Management Consultants; Kathleen O'Neal, Pharmacia Corporation; and Geoff Loftus, Deloitte Consulting.

Mary E. Cobb, HBA President, and Chief Executive Officer and President, PACE, Inc., a Lowe Healthcare Company (Parsippany, NJ) opened with encouraging remarks about the sustained growth of the HBA—1,200 members strong and growing—and announced the launch of the HBA's Web site (check it out at www.hbanet.org).

Expert Panelists Share Their Insights

First, Geoff Loftus, Senior Manager, Digital Communications at Deloitte Consulting

(Stamford, CT) provided keen insights on how to successfully use a web site as a recruiting tool. His company set clear objectives and engaged a consultant to create and maintain the recruiting aspect of its site. This system permitted on-line screening of prospects to ensure applicants were appropriate for the available positions. Thus, the system allowed



Charlotte Sibley, Pharmacia Corporation, gave the welcoming remarks.

value was the ability to maintain a resume database for future reference. The two most important benefits of this e-initiative were an over 100% increase of viable resumes and a 100% up time of the application, Loftus noted.

Next, Robert Sederman, CEO and Founder, Cozint, Inc. (now Market Measures/Cozint, Andover, MA) summed-up the basis for the emergence of e-business as a popular alternative to traditional means: "Better, Faster and Cheaper."

However, the challenge with respect to implementing e-business initiatives, particularly in the medical field, relates to trust, credibility and privacy, Sederman

AT PRESS

Past WOTY Winner to Sit on CHI Board

HBA's 2000 "Woman of the Year," Myrtle S. Potter, Executive Vice President, Commercial Operations and Chief Operating Officer of Genentech, Inc. (San Francisco, CA) was elected to the Board of Directors of California Healthcare Institute (CHI). Potter is an active member of the San Francisco Bay Area Chapter of the HBA.



CHI is a nonprofit public policy research organization representing leading California academic institutions, biotechnology, medical device, diagnostics and pharmaceutical firms.

"At a time when the biotechnology industry is becoming increasingly focused on commercializing new products and bringing important new therapies to patients, Myrtle Potter brings CHI a wealth of industry experience," said CHI President and CEO, David Gollaher.

noted. Companies must be mindful of these challenges and respond accordingly. He recounted his own experience in e-detailing



HBA Co-Director of Marketing
Dianna W. Main (left), DWM Healthcare
Communications, with Christine Delaney,
Newton Interactive.

(“virtual chats” between representatives and physicians). The challenge is to implement effective market research through the Web in an ethical manner and with respect for privacy issues. One way to do this is to provide an “opt out/opt in” choice on the site. This option instills a level of confidence in site users and adds to the site’s credibility and trustworthiness—imperative components of any successful e-business initiative, Sederman emphasized.

Nina Wachsman, Senior VP, PACE, Inc., discussed an actual case study of an e-initiative involving a diagnosis of acne with the objective of increasing patient visits to dermatologists and use of treatment. After shar-



(Left to right) HBA Past President Krystyne Gurstelle,
Pharmacia Corporation, with Bob Karczewski, Ribotsky,
and Pamela Intile, Alpha & Omega.

ing some of the “war stories” associated with this initiative, Wachsman highlighted some valuable lessons:

Delivery strategy

- Ensure all constituents of the company are on board (regulatory, PR and legal)
- Understand the power of brand sites and customer loyalty

SPECIAL THANKS TO
PHARMACIA CORPORATION
for hosting this successful event.

Allow a significant amount of interactivity

- Permit the prospective client to self-diagnose
- Ensure system is capable of capturing data (instead of just generating hits to the site)
- Follow up on database entries; “close the loop”

Seize the Opportunity

- Review data collected in the database
- Make revisions based on responses
- Create meaningful links (with providers)

Results

- Communicate with physicians
- Increased completion rates result from implementing above suggestions

According to Wachsman, pitfalls to avoid when implementing e-initiatives include: narrow thinking (think ahead); ignoring legal and regulatory issues; and not including a disclaimer regarding possible down time. Finally, she provided a “must have” list for every company considering or currently involved in e-initiatives: develop a clear objective; prepare a comprehensive statement of work and a content brief; work through process and format in advance; map out the user experience (before going live); establish a metric to measure the success rate; and last, but not least, think about Phase II NOW!

Technology's New Wave

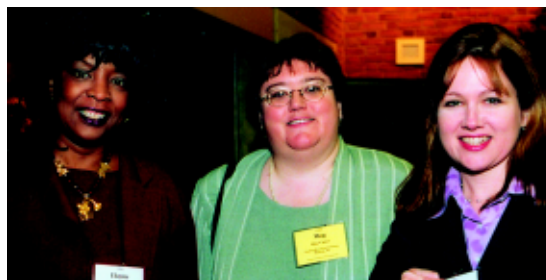
Joe Vargas, President, Media Mix (Paramus, NJ) wrapped-up the presentations by conducting a fascinating media presentation and demonstrating the new wave of technology—streaming video and use of DVD technology on CD Rom. These technological advances permit on-demand or live interaction to facilitate the timely delivery of product information. Several initiatives are made possible via this technology, including online CME with the ability to download resulting certification, generate re-



(Left to right) Gayle Shaw and Suzanne Rinker, both of
Wyeth; with Donna Fortenberry, Pharmacia Corporation.

ports and interact with the audience.

The event ended with a short Q&A session, which underscored the importance of maintaining a heightened awareness of pri-



(Left to right) Elaine McClaine, Pharmacia Corporation;
with Meg Clancy and Laura G. Felis, both of
Tandem Research Associates.

vacy issues and considering technological and cultural differences when creating international e-business initiatives. ■

VOLUNTEERS NEEDED *for the* **HBA Research and** **Individual Membership** **Committees**

These two exciting committees need help from *you experts*. If you are interested in working with great teams of people and getting to know more people within the HBA, please call. The main purpose of each committee is:

Individual Membership Committee

This committee is responsible for all areas of individual membership including building new membership and renewing current members.

Research Committee

This committee conducts marketing research for the HBA. It collects and tabulates all meeting feedback questionnaires and the annual membership survey material. The committee issues a summary report of the findings, which is used to help the HBA offer programs and services relevant to members' needs.

For more information call
 Carol Hollister at (973) 543-1541 or
 carolhollister@hrminc.net to inquire about
 the Research Committee and
 Harriet Gruber at (973) 770-7002 or
 gruberco@aol.com for the Individual
 Membership Committee.

HBA CHAPTER UPDATE *from page 1*

Shandwick International (Cambridge, MA) has agreed to provide pro bono PR services, which will increase awareness of the chapter in the professional community. These additional resources will no doubt increase membership. In addition, Catalyst on-Line (Boston, MA) has agreed to provide database management for more smooth running operations for the chapter.

"Membership continues to grow and inquiries about the HBA of Boston are on the rise as well," said Gonye. "Our next program will be on May 13th at Harvard Pilgrim Healthcare (Wellesley, MA). The topic is 'Best Foot Forward: Maximizing Your Impact as a Communicator.'"

For more information about individual or corporate membership in the HBA of Boston, please contact Karla Gonye at karla.gonye@spcorp.com.

The San Francisco Bay Area Chapter (HBA-SFBA)

The HBA-SFBA Chapter officially launched on January 17th, 2002, with a celebration that was held to a sold-out crowd of 150 people at the headquarters of ALZA Corporation (Mountain View, CA).



HBA-SFBA panel discussants (left to right): Cynthia Robbins-Roth, PhD, BioVenture Publishing Inc.; Joyce Lonergan, MBA, Chiron Corporation; Susan Desmond-Hellmann, MD, MPH, Genentech, Inc.; Deb Russell, Guidant Corporation; Jane Shaw, Aerogen, Inc.; and HBA-SFBA President Gayathri Koundinya. (Special thanks to deClarity for providing video services and the picture above for the chapter launch event.)

Industry veteran Cynthia Robbins-Roth, PhD, founder of BioVenture Publishing Inc. and BioVenture Consultants (San Mateo, CA) moderated a panel discussion of senior-level women on "The Advancement of Women in Healthcare: Where Will the 21st Century Take Us?" Panelists included Susan Desmond-Hellmann, MD, MPH, Executive Vice President, Development and Product Operations and Chief Medical Officer at Genentech, Inc. (South San Francisco, CA); Joyce Lonergan, MBA, Vice President, Corporate Development and Investor Relations at Chiron Corporation

(Emeryville, CA); Deb Russell, Vice President, Manufacturing Operations, Endovascular Systems at Guidant Corporation (Santa Clara, CA); and Jane Shaw, CEO and Chairman of the Board at Aerogen, Inc. (Sunnyvale, CA). The discussion was followed by a question-and-answer period.

"The launch was the perfect kick-off to HBA's San Francisco Bay Area Chapter," said HBA-SFBA President, Gayathri Koundinya. "The

overwhelming interest in this event reveals a true need of Bay Area women in the healthcare industry to educate and empower one another." Later this year, the regional chapter plans to hold an Annual Dinner, skill-building workshops, and a Holiday Tea.

For more information about individual or corporate membership in HBA-SFBA, please contact Gayathri Koundinya at hba_sfba@yahoo.com.

Watch for more HBA chapter news in the May/June issue of the *HBA Bulletin* or on our Web site: www.hbanet.org. ■

HBA CALENDAR

APRIL 3, 2002

**Evening Seminar
Marketing to
Women**

**Bristol-Myers
Squibb Company
Plainsboro, NJ
5:30 -8:15 PM**

MAY 2, 2002

**"Woman of the
Year" Luncheon
Hilton New York,
New York City
11:30 AM**

JUNE 2002

**Meet the
Rising Stars
PriceWaterhouse-
Coopers, LLP
New York City
5:30 -8:15 PM
*Dateto be
announced***

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Helix Medical
Communications

Sherrie Battaglia

Innovex LP / Division of
Quintiles

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Genentech, Inc.

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Network

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IconMedialab

Lauren Novakowski

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Ortho-Clinical Diagnostics,
a Johnson & Johnson Co.

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SKILLS FOR SUCCESS

A CAREER-DEVELOPMENT COLUMN ON BUSINESS SKILLS

Whatever your current career position, you aspire to greater responsibility. Whatever your current skills, you must sharpen and expand them to achieve your next targeted level of accomplishment.



SKILLS PART 1: 10 Tips for Surviving Unemployment

More than 305,000 Americans lost their jobs in the first quarter of 2001, bringing the total number of unemployed to over 6 million, according to the US Bureau of Labor Statistics. Following are some tips on how to survive the time in between jobs.

1. Look for work, but not full-time.

The key is to be focused and use your time well, according to experts at Lee Hecht Harrison (Woodcliff Lake, NJ), a global career services firm specializing in outplacement. The rejection associated with non-stop job hunting can burn you out so that you won't be at your best when the right job does come along.

2. Don't give up childcare right away.

You don't know how long you are going to be out of a job and reliable childcare, though costly, will free you up to find your next position faster. If the time comes when you do have to cut back, you can always explore more economical options, such as exchanging childcare days with a neighbor or family member.

3. Spend wisely.

There are tools you need for your job search, says Pamela Abrams, former Editorial Director of etoys.com. "First you need a computer/internet access." You may also need a new suit and some professional help to pull together an updated resume. According to Abrams and other top execs who have survived the "in between jobs" time and thrived, it's important to spend money on these items, rather than to go without, as they are essential tools for a successful and expedient job search.

4. Cast a wide net.

Read as many job openings as possible, recommend the experts at Monster.com. This will help you to evaluate the skills and experience employers find desirable. Then, you can incorporate matching credentials into your resume.

5. Practice, practice, practice.

Don't be afraid to go on a few interviews for positions that you don't necessarily want. These early trial runs will help get you back in the job hunting "groove" by honing your interviewing skills.

6. Find a mentor.

"It is important to find a mentor as a source of encouragement and to be a sounding

board," says Candace Davies, Founder and Director of Cando Career Coaching and Resume Writing, Inc. (Grand Prairie AB, Canada) "It is helpful to share your progress and your setbacks with this person." If you already have a mentor, this is the time to make the most of the relationship.

7. Take care of yourself.

"Remember to eat well, sleep well and to exercise," said Davies. "This will contribute to a refreshed, positive attitude." It will also help you survive the unavoidable stresses associated with unemployment.

8. Emphasize efficiency.

In a lean job market, employers look for candidates who can do several tasks well, according to Bruce Tulgan, author of *Winning the Talent Wars* and *Managing Generation X*. Emphasize your proficiencies in several key areas on your resume and during your job interviews.

9. Build your network.

This is not the time to hide out, it's the time to get out! You still have plenty to offer and attending professional events, circulating with peers and maintaining your visibility presents an image of strength and success that may help to open doors to some new employment opportunities.

10. Think positively.

Despite record job losses, the American economy experienced a net increase of nearly 400,000 jobs between January and February of 2001, according to the US Bureau of Labor Statistics. Bottom line: This means that people are finding work, even as companies downsize.

RESOURCE LIST

- **Writing a resume or follow-up letter?** Check out the tips at www.Candocareer.com
- **Posting a resume? Try www.Monster.com**
- **Redoubling your networking efforts? Attend more HBA events! (For information on upcoming events, visit www.hbanet.org.) In addition, consider volunteering for a group related to your areas of professional interest—it could be the HBA, NYWA, or perhaps your local chapter of the American Red Cross or a local hospital. You'd be amazed at the number of contacts you will make (and resume-worthy experience you will gain), through volunteerism.**
- **Looking for a loan? Visit www.womensfinance.com**
- **Organizing your life? For personal and professional tips on managing your life during times of change, visit www.Digital-Women.com**
- **Ready for outplacement? Lee Hecht Harrison can be reached at www.lhh.com**
- **Need a breather? Visit www.Spafinder.com**

SKILLS PART 2: I've Landed a New Job—Now What?

The hardest part of losing a job can sometimes be starting a new one. There are expectations to be met, the residual anxieties from being unemployed, and on top of all that, you're a new fish in an unfamiliar pond. How do you thrive in your new post? We researched views from the top experts and here are their suggestions.

- 1. Voice your success.** “It is estimated that 38% of your effect on others comes directly from the way you sound—your voice,” said Marion Witz, professional coach and author of *Stand Up and Talk to 1,000 People (And Enjoy It!)*. Witz recommends working on your voice at home, improving your expression with reading exercises. Become aware of your vocal range and be sensitive to the way others hear or don't hear you. Practice telling jokes, your timing—master the fine art of the pause. Find someone whose speech patterns are engaging and borrow from them.
- 2. Maximize your total image.** You tackled part of this during your job hunt, but now you've got to deliver the package *every day!* According to Sheronde Glover, M.Ed, CEO of Glover Enterprise (Morrow, GA), an image enhancement and consulting company, image is much more than wardrobe. You've got to be in tune with yourself and your goals, she says. With this focus, begin building your mind (by seeking knowledge and wisdom) and body (by exercising, eating healthfully and paying attention to the needs of the physical self). “Our mind is a vehicle for hope, desires, and dreams. Our body is the tool we use to carry these things out. Our spirit is the manner in which we do so. Together they

make up our image—all encompassing, collective, all self, all us.”

- 3. Find advocates.** Identify people who can help you strategize about your reputation and act as your advocates when appropriate. Such advocates are valuable inside and outside of your workplace.
- 4. Be yourself.** It's okay to learn by watching others but don't adopt any professional style that doesn't feel 100% comfortable to you. “Spend some time with a coach or counselor who can help you scrape away any last shreds of self-doubt that could tempt you to tinker with your essential identity,” advises Barbara Reinhold in a special report on “Women in the Workplace”

RESOURCE LIST

- **Marion Witz, Witz Training (Toronto, Canada and Dallas, TX):**
www.witztraining.com
- **Sheronde Glover, Glover Enterprise (Morrow, GA):**
www.gloverenterprise.com

(Monster.com, March 2002).

- 5. Master the basics.** Take the time to get your sea legs when starting any new job. Once you've built that foundation, expand it. Take courses, volunteer to take on new assignments. Trust yourself to succeed.
- 6. Say yes!** You'll be presented with challenges that you think you can't handle—say yes to them. These are opportunities to expand your experience and your marketability.
- 7. Invite feedback.** Not everyone is an instant success and even the most successful professionals make mistakes. The best way to ensure your personal and professional growth is to welcome constructive criticism. “Ask for feedback from everyone whose opinions you

trust,” Reinhold says. “If nobody is critiquing your performance and sharing suggestions with you, then you're missing out on the most important information you can have.”

- 8. Set goals.** You won't get where you want to go if you don't know where that is. Goals don't have to be life altering or enormous in scope. Start small, but start somewhere and stay focused on your plan.
- 9. Respect your co-workers.** This should go without saying, but sometimes the stress of starting a new job can undermine our ability to work well with others. Whether the co-worker is above or below you on the corporate ladder, treat her with respect. Don't be obsequious, don't be condescending... just be confident, polite and respectful—even if you have to count to ten before you unleash your tongue!
- 10. Balance your work with your life.** The temptation, when you start a new job, is to go the extra mile—working later and harder than your peers. Be careful. There are times when work will have to take precedence, but experts agree that if you consistently put work first, your success will peak and then, diminish. To be happy, healthy and productive, you must save time for yourself and your family.

The *HBA Bulletin* invites you to contribute to this column. Tell us what skill-building topics you would like to see covered in the future.

What Makes a Successful Strategic Alliance?

Britta Herlitz

President, Herlitz HealthCare: A Communications Company, Editor, *HBA Bulletin*

Senior Women's Breakfasts are invitation-only seminars on professional issues shared by members at the highest levels of senior healthcare management.

On February 28th, the Healthcare Businesswomen's Association convened its first Senior Women's Breakfast of 2002. The location was the Roosevelt Hotel in New York City. The topic on the table was how to forge successful strategic alliances and the expert panelists had a wealth of experience to share.

"Sanofi is a Paris-based company that is really establishing itself as a presence in the US" said Robin Winter-Sperry, MD, Senior Director, Medical Therapeutics, Sanofi-Synthelabo Inc. (New York, NY). Sanofi sponsored this event and Winter-Sperry served as moderator and one of three expert panelists. "One of the ways that we are bringing products to this marketplace is through joint ventures and strategic alliances," she continued.

Get it in Writing!

The first panelist to speak was Lori Ryan, Executive Director, Business Planning & Analysis, Novartis Pharmaceuticals (East Hanover, NJ). Her unique expertise provided attendees with many important tips for handling the contract phase of a strategic alliance.

- Before forging an alliance, perform exhaustive due diligence on the prospective partner company. (Don't forget to consider different corporate cultures, goals and objectives.)
- Take a hard look at your own company. Ask: "Where are we going, broadly? Are we top-line or bottom-line driven? What are our expectations?" Alliances put a lot of pres-

sure on the bottom-line, so maintain realistic expectations.

- Every deal is different. For example, there are royalty arrangements, which have their own unique complexities, such as built-in penalties for under-performance. "Don't build penalties into any contract, even if the scenarios seem unlikely," Ryan advised. There are also partnership alliances on the field-force side. Rather than the standard fee-per-call structure that people assume is best with these deals, Ryan recommends establishing a reach and frequency arrangement. "This sets targets and helps to drive the sales." When dealing with gross-profit splits, she advised using prescription rates as the measure, rather than sales forecasts. Arrangements to acquire or divest a brand are also common and Ryan noted that the issues of finding the right partner and the putting appropriate systems in place are very important in these deal structures.
- Use specific language in the contract. Anticipate as many details as possible concerning the execution of the alliance and include them in the contract so that each partner's role is clearly defined in terms that are mutually understood.
- Ask yourself: What is the message to the customer?" Winter-Sperry commented. If the contract is not clear as to which sales force is detailing what and to whom, when the alliance is executed, there will be an inconsistency of message and a disjointed effort in the field.
- Don't forget to include specific language about the managed care portion of each company if applicable.
- "Good communication and structure will drive the success of your company and your partnership arrangement," Ryan concluded.

After the Ink is Dry: Communicate!

The second panelist to join the discussion was Ed Broughton, VP, Sales & Marketing, Eisai Inc. (Teaneck, NJ). Broughton provided attendees with information about how to successfully execute the day-to-day business of an alli-

ance, once the ink on the contract is dry.

- Establish broad communications between both companies about exactly what kind of deal has been made. Communicate: how long the deal is for, which company owns the NDA, and who will handle manufacturing, distribution, future product development, marketing and sales.
- Set up steering committees. "At Eisai we have four workhorse committees: promotion/marketing, manufacturing, medical R & D, and future development," Broughton said. Legal, finance, and regulatory involvement in these committees is also valuable.
- Choose the committee members wisely. The ability to negotiate and compromise on a constant, daily basis is a very important quality to have in committee members.
- Often, these committees are made up of equal numbers from each company. To facilitate their success, Broughton suggested a "consensus required" policy. In addition, he suggested having the initial committee meetings offsite so that ground rules can be established in a more neutral environment. "These ground rules should be put in writing—they should become the norms."
- Whenever possible, committee members should meet in person.
- Senior management must also support compromise and lead by example. "They have to be available to resolve some of the conflicts and make some of the major decisions," Broughton said.
- If you have a good agency, you can use them as the third leg of a triangle serving you and your partner company equally, fostering positive and effective communications.
- In conclusion, Broughton, Winter-Sperry and Ryan all restated the most important components of a successful alliance: clarity, communication and compromise. ■

SPECIAL THANKS TO

Sanofi-Synthelabo Inc.
for sponsoring this event.

From Chemist to VP: Sarah S. Harrison, 2002 HBA Woman of the Year

Robin Madell

Consultant

With each year that passes, the bar becomes higher for the women we recognize for the HBA's top honor. It's a great thing that women now crowd the industry's corridors at the senior level, from directors through vice presidents, inching ever closer to those elusive top spots. Yet with so many high-flyers to choose from, the HBA's "Woman of the Year" (WOTY) must be a superwoman among an ever-growing pool of leaders. Sarah S. Harrison, 2002 HBA Woman of the Year, fits the bill to a tee. The flood of nominations from her colleagues, her higher-ups, her customers, and her community members paint a picture of someone who goes above and beyond in all arenas—a model for our industry and our time.

As VP of Customer Strategy Integration at AstraZeneca (US business headquarters in Wilmington, DE)—the company she has been with for 25 years—you might think that Harrison had started her career on the track to upper management. Not so. Her early aspiration was to become a physician, and she got a degree in chemistry as a back-up plan in case she didn't have time to finish medical school. It was a good plan. After a short run at Gulf Oil as a chemist, Harrison opted to take a similar post at Zeneca (then ICI), in agricultural chemicals, which gave her a chance to be involved on a start-up team that was beginning to build a new plant in the US. The local plant manager and the Director of Operations there became her first mentors, encouraging her to move into the business side and accept a job in the home office. Despite her initial trepidation—she now had a husband and three children to factor into her decision-making—she took his advice. She signed on as National Production Coordinator and began her corporate climb, first on the manufacturing end of the business.

A Pull Towards Pharma

In the meantime, Harrison leveraged her newly acquired MBA (which she obtained by taking night classes) and began to think about how she might parlay her business acumen to the healthcare side of the business—the source of her true passion. She had been offered a promotion in Zeneca's agriculture

business, but her heart wasn't in it, and to her surprise, she learned she was being sought out by management to be considered for the pharmaceutical division. Despite her lack of experience in the area, the fact that she had been a star performer in each of her moves did not go unnoticed. In 1989, she joined the pharmaceutical side of Zeneca as Manager of Bids and Contracts. Shortly afterwards, at the advent of managed

care, she was offered the chance to take over healthcare contract management for hospitals and managed care. These she did without the standard district manager background. "When people asked where I had been in the field, I would say, 'In soybeans!'" she laughs. In less than 10 years, Harrison had climbed all the way to Vice President of Managed Healthcare and National Accounts, having risen through traditional product management and market strategy/contract operations.

Along the way she hurdled many challenges, including the AstraZeneca merger. Although mergers strike fear in the hearts of many industry veterans, Harrison's approach to the situation holds lessons for all who might be struggling to adjust to merger life. "There was no doubt in my mind that I would get an opportunity that I would be pleased with," she says. "We still had a business to run, and I did not allow myself to get too distracted. I worked very hard as part of the leadership team to contribute to the strategy for the merger. I did what I needed to do to make sure there was enough support for

our large customers and to figure out how we were going to work with them as a top company. I helped to develop, implement and populate the new AstraZeneca operating model and provided guidance and support to the employees. I tend to be a model of resilience, especially during times of change."

Harrison was offered and accepted the position of Vice President for the Pain, Anesthesia and Infection Therapeutic Area for the newly merged AstraZeneca. In this capacity, she had profit and loss accountability for clinical development, commercialization and life cycle management of the products. Harrison has been in her current role, in which she is charged with delivering an integrated customer strategy across the US business with specific focus on the public sector, both at the federal and state levels, since last August. The changing US healthcare

environment driven by government reform has significant implications for the pharmaceutical industry. She says it comes at the most challenging time yet for the industry. "I've never seen

Harrison on mentorship:

"My motto is, 'If I can help someone along life's way, then my life will be worth the living.'"

Harrison on the current industry climate:

"I've never seen it change this fast with so much complexity and uncertainty. We have to understand what role we play on every level."

it move this fast with so much complexity and uncertainty. We have to understand what role we play on every level,” she says. Her daily mission involves mobilizing and leading a cross-functional team that includes the heads of many of AZ’s businesses to ensure optimum commercialization of existing and new products in this uncertain healthcare environment.

A Management Style that Defines Success

Her management style is perceived by many to be very demanding and direct, and Harrison admits this is true—but adds that she is also much more. “I like to help my team set and achieve aggressive goals, think out of the box, get out of their comfort zones, beat the competition, and strive for performance ‘par excellence.’ I am accessible to help my team achieve results and deliver beyond their own expectations. I am a coach and co-worker at the same time, willing to roll up my sleeves whenever needed,” she says. Another hallmark of her style is a genuine sensitivity and concern for her staff’s wellbeing. When a director in the research group lost her husband, Harrison showed up at her home with a huge home-cooked meal, which she and two AZ team members then served to the houseful of mourners. And countless employees, men and women alike, credit Harrison with providing opportunities for one-on-one mentorship. Says one of her team members: “She has coached me to become the best leader that I can be, and for that I am grateful. Sarah leads not only with words, but by example.” She firmly believes in routinely recognizing and celebrating successes (small and big).

Leading by example extends beyond the walls of AstraZeneca into the larger community. Among her many civic commitments, Harrison plays an active role in the National Coalition of 100 Black Women, Girls, Inc., and the YWCA. She explains that the passion she has for community service comes from a sense of responsibility; an obligation to serve and give back in order to make a difference, which was instilled by her mother early on. “My motto is, ‘If I can help someone along life’s way, then my life will be worth the living.’” Another credo she lives by is, “To those who are given much, much is expected.” Therefore, she is selective in what she chooses to work for and support—they must be causes aligned with her passion to help empower others who are in need. When asked how she juggles all of this, as well as being there for her husband and four children (including her adopted niece), she calmly replies, “Supporting these organizations and others requires more than balance; it requires a certain amount of personal sacrifice.”

Industry Changes Demand New Skills

In honor of the HBA’s 25th Anniversary theme, “Yesterday, Today and Tomorrow,” we asked Harrison what skills and qualities she believes were most important for women in the industry when she entered the workplace, versus what is important today and for the future. She suggests that while communication skills, management style, interpersonal skills, ability to learn, analytical and thinking skills, and organizational skills were yesterday’s requirements, and are still necessary, today’s success skills stretch even farther. These include the ability to lead, be an effective team player in matrix operating models, adaptability to change, a willingness to help others (and therefore your company) succeed, strategic thinking and ROI driven execution, strong presentation and influencing skills, setting and meeting ambitious—and measurable—goals, and a strong customer focus.

In five years, Harrison predicts these attributes will become crucial: the ability to lead and participate in virtual teams; a global mindset; continuous collaboration and partnering; efficiency in leading multicultural/diverse groups; being able to motivate and leverage the interests and capabilities of Generations X and Y, and the ability to think through and integrate increasingly complex developments in science, R&D, and the environment.

Among her many victories in life so far, Harrison counts receiving the HBA’s Woman of the Year Award among her finest moments: “This award is very significant to me and probably the most prestigious recognition I’ve received because it acknowledges both my professional and personal accomplishments,” she says. “It’s also gratifying and humbling to know that, in large part, this comes from my peers and colleagues in the industry.” Regarding community service, she says “I do these things as part of my interest in ‘giving back’ and because it’s who I am. It’s what makes me tick!”

For reservations and information about HBA’s “Woman of the Year” luncheon and corporate sponsorships, contact the HBA office at 973-575-0606, via e-mail at hbanet@aol.com or visit our Web site at www.hbanet.org. ■

Robin Madell has spent over a decade as a writer and consultant on business and public interest issues. She has interviewed over 150 thought leaders around the globe. Robin spent the past year on Wall Street as Director of Communications for Catalyst, Inc., a nonprofit research organization that works to advance women in business. She divides her time between New York and San Francisco and is currently a communications consultant for groups including Shahnaz Taplin and Associates, Women’s Initiative for Self Employment, and Women in Community Service.

Harrison on being named as the HBA’s Woman of the Year:
“This award is very significant to me and probably the most prestigious recognition I’ve received because it acknowledges both my professional and personal accomplishments.”

“Sarah leads not only with words, but by example.”

The HBA Celebrates Women

Mary E. Cobb
HBA President



The HBA "Woman of the Year" award was established over ten years ago to recognize the accomplishments of outstanding women in the pharmaceutical industry. As we prepare for the 2002 event, one asks what it is about the women who are nominated for this important award. What is it about the qualities, the achievements, the contributions of these women that differentiate them from the many outstanding women in this industry. We should be proud of the achievements of all these women who, in their diverse manager and leadership positions, help to make the industry a better place.

Now, however, it is time to celebrate a very special woman and her unique accomplishments. It is my honor to recognize Sarah S. Harrison for being named the HBA "Woman of the Year" for 2002. One only has to meet Sarah to understand why she has become such a presence in the pharmaceutical industry and, especially, at AstraZeneca. She is a very dedicated executive, with a sincere passion for delivering excellence and for supporting people in a caring way. Sarah Harrison truly is a role model for all women and men in the industry.

Celebrating 25 Years of Service

This is a special year, for our "Woman of the Year," as well as for the HBA. Just 25 years ago, the HBA was established with the

goal of furthering the advancement of women in the industry. The January/February issue of the *HBA Bulletin* recognized the women who first came together to lay the groundwork for the organization. Of course, there were many who joined them as the first HBA Board was formed, volunteers were recruited, and members joined.

The qualities of these women are very similar to our leaders of today. They saw a need 25 years ago and, despite any risks or challenges to them, they took action and started the HBA. Risk-taking is a behavior that continues to be rewarded in the business environment of today. It has been said that the greatest wins are gained by taking certain considered risks. According to Psychology Professor Carol Dweck of Columbia University, "If you think mistakes measure you, risk is threatening. If you see risks as exciting opportunities to learn, then you are way ahead." With the fast-changing business environment of today, success will come to people in the industry who take appropriate risks as leaders and drive change for the better.

Celebrating The Start of a Great Year

HBA members are getting better prepared to succeed in the pharmaceutical industry of today and the future. Year 2002 has already proven to be an exciting year for the HBA with a focus on programs that will enhance important skills, including e-business, positioning yourself for resilience in times of change, and managing alliances. And, as women influence a majority of purchasing decisions, the next seminar will appropriately address the topic of "Marketing to Women." The HBA extends a special thanks to those companies who have so generously supported these programs: Pharmacia Corporation, Wyeth, Sanofi-Synthelabo Inc., and Bristol-Myers Squibb Company.

Clearly, attendees of HBA programs are coming together to learn, to network, and to gain insights that will enhance their careers and, most importantly, the value they bring to their companies and to the industry. The HBA is proud to support the healthcare leaders of today and the future. ■

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- Complimentary attendance at event covered.
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If you are interested, please e-mail:
Britta Herlitz, Editor, *HBA Bulletin*
hbc@prodigy.net