

# HBA BULLETIN

THE NEWSLETTER OF THE HEALTHCARE BUSINESSWOMEN'S ASSOCIATION *Advancing Women's Careers* MARCH/APRIL 2004

## Embracing Challenge, Championing Diversity: Christine A. Poon, 2004 HBA Woman of the Year

**Susan Youdovin**  
President, B&Y Communications LLC

**H**ad **Christine Poon's** organic chemistry grades been better, we might not be honoring her as the 2004 HBA "Woman of the Year" (WOTY). Medicine's loss is the industry's gain. Now considered one of the highest ranking women in the pharmaceutical industry and listed among *Fortune's* "50 Most Powerful Women in Business," Poon recalls her early disappointment. She always assumed she would follow a medical career, like most of her family. When admission to a great medical school seemed less of an option, Poon decided "life was over. I had no Plan B." At that opportune moment, her brother, a physician, urged her to consider business school, and a friend invited her to join him in a new laboratory venture in Boston, where she began as a chemist, soon moving over to the business side.



all pharmaceutical, consumer pharmaceutical and nutritional businesses as well as membership on the Executive Committee. Under her leadership and that of her predecessor in the job, **William C. Weldon**, Johnson & Johnson's pharmaceuticals business has had the fastest growth of any company in the industry, ranking number four worldwide.

Poon's colleagues give this warm, unassuming woman a standing ovation. Indeed, according to Weldon, now Chairman and CEO of Johnson & Johnson, "Chris is an extraordinary business leader and someone who dares to make a difference. She brings great compassion to her role, caring deeply about enhancing the lives of patients and their caregivers everywhere." Others cite her finely honed strategic sense, an extraordinary ability to bring a large group of people into alignment and her multiple talents as mentor, role model and cham-

Thus began an interesting and varied career that led Christine Poon to the pinnacle of success at Johnson & Johnson as Worldwide Chairman, Medicines & Nutritionals, with responsibility for

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**SAVE THE DATE**  
**2004 WOMAN OF THE YEAR LUNCHEON**  
**Friday, May 14th, 2004**  
**New York Hilton**  
**New York City**  
**11:30 AM - 2:00 PM**

## Karla Gonye Appointed HBA National Director

*New Staff Position Dedicated to Corporate Membership*

**Donna K. Ramer**  
President, StrategCations, Inc.

**F**ounder and former President of the HBA Boston Chapter, **Karla Gonye** has been appointed National Director of the HBA to build and strengthen relationships with corporate members. In this new staff position, Gonye will work directly with HBA Executive Director, **Carol Davis-Grossman**, and HBA Past President, **Mary Cobb**, President/CEO, Pace, Inc., a Healthcare Company, and member of the HBA Board of Directors with responsibility for corporate membership.

Gonye's industry experience includes management of a New England-based sales team that represented 10,000 physicians; organizing and implementing medical educational programs; and promoting medical supplies and products. Most recently, she served as Senior District Sales Manager for Schering Laboratories focused on the allergy and respiratory, cardiovascular and dermatology therapeutic classes.



"As the HBA has become an important industry resource and powerful instrument for effecting change, the Na-

tional Director is the first step in optimizing our relationships with corporate members and streamlining their point of contact," says HBA President **Daria O. Blackwell**. "With her demonstrated success in corporate fund raising and knowledge of the healthcare industry and relevant issues, we know Karla will be integral to the continued growth of the HBA."

Gonye earned her BS degree in psychology from the University of Massachusetts with a concentration in organizational development. She lives in Plymouth, Massachusetts with her husband and two children, but can be reached through the HBA's New Jersey corporate headquarters. ■

## HBA BULLETIN

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**WOTY**—Nancy Larsen and Mary E. Cobb



# HBA NATIONWIDE NEWS BRIEFS

## ATLANTA

■ ■ The HBA Atlanta Chapter hosted its first 2004 event on February 23rd. This was a working meeting with members and others who are interested in having a chance to network and discuss how to make the chapter a dynamic and valuable organization. "We used this meeting to gain further insights into the type of programs and events that would be most interesting," said Chapter President, **Deborah Coogan Seltzer**.

■ ■ Other programs planned for the year will focus on such topics as a case study of a product launch, leadership, the workings of a pharmaceutical company, and a panel of experts to discuss the OIG guidance. "We are also launching an HBA Atlanta Chapter Book Club," Seltzer said. "On a quarterly basis, we will select a book on a relevant business/career topic and subsequently meet to discuss it. During two previous events when we were lucky enough to have CNN's **Gail Evans** speak to us about her books, the Q&A session at the end was a major highlight as members and other attendees discussed their own careers and experiences and what insights they had gathered along the way. We hope this book club will allow that sort of informal, meaningful discussion that can build bonds and relationships."

## BOSTON

■ ■ The HBA Boston Chapter's Board of Directors (previously announced in the January/February 2004 issue of the *HBA Bulletin*) is pleased to welcome three new Board members:

- **Buket Grau**, a Management Consultant, is Director of the Women in Science Outreach Program; the program's goal is to increase awareness of the HBA's mentoring and networking opportunities for women scientists in both industry and academia. Grau's vision is to have "women in science feel empowered and supported at all levels in their professional development."
- **Erin Sheehan**, Director of Marketing, MedPanel, and **Sowmini Sampath**, a Medical Writer, are Co-Directors of Communi-

cations; they aim to develop an E-newsletter and update the chapter's web site. For PR initiatives, they will enlist the talents of **Deb Furey**, the Director of Healthcare Solutions at Braun Consulting, who ably wears another hat as Secretary of the HBA Boston Chapter's Board of Directors.

The chapter is off to an exciting, jam-packed start in 2004 with plans for:

- six evening seminars;
- a mentoring program—for women at all stages in their careers;
- a senior advisory board; and
- networking opportunities.

"These programs and special events will provide valuable opportunities for personal growth and leadership development," said **Sandy Lauterbach**, Director, Strategic Marketing, Immune Mediated Diseases, Genzyme and HBA Boston Chapter President. She strongly urges member involvement in committees for the programs and initiatives listed above. According to Lauterbach, "Getting involved in the committees often creates the best connections with fellow members, and provides a venue to enhance leadership skills." Members interested in participating may contact Lauterbach, at [sandy.lauterbach@genzyme.com](mailto:sandy.lauterbach@genzyme.com). For membership information or information on the HBA Boston Chapter, please visit the HBA web site at [www.hbanet.org](http://www.hbanet.org).

## CHICAGO

■ ■ The HBA Chicago Affiliate introduced in 2003 the HBA Chicago "Spotlight" Award. The purpose of the award is to recognize the outstanding accomplishments of affiliate members, provide them with an avenue to support and recognize their peers, and provide a forum for members to learn about the successful strategies of other high achieving women in Chicago. At the February 26th seminar, "Executive Panel Discussion: Learn the Career Strategies of Five Successful Abbott Women," **Heather Mason**, VP, Specialty Pharmaceutical Operations, Abbott Laboratories, and HBA Chicago Affiliate First VP, acknowledged **Keli Bennett**, Director Consumer Marketing, also from Abbott, as the latest Spotlight Award recipient. Bennett was honored for her selection as one of the top 25 Direct-to-Consumer

### LOOKING FOR A NEW MEMBER?

For a complete list of new HBA members throughout the country, visit [www.hbanet.org](http://www.hbanet.org)

Marketers in the US. Upon receiving the award, Bennett talked to the full-house of 250 guests about her various career strategies including being passionate about her work, having the confidence to hire people who have great talent even if it exceeds her own and the importance of truly mastering one key discipline.



(Left to right) Heather Mason and Keli Bennett, both of Abbott Laboratories; Kimberly Farrell, Unlimited Performance Training, Inc.

■ ■ On April 22nd, the HBA Chicago Affiliate hosted “Winning Financial Strategies for Women.” For more information on this event, see the next issue of the *Bulletin*.

## METRO

■ ■ On March 11th, the HBA Metro Chapter convened an expert panel for an informative evening seminar on “DTC Sweeps: The Impact and Evolving Role of Direct-to-Consumer Marketing.”

**Dr. Bill Trombetta**, Professor of Pharmaceutical Strategy & Marketing, St. Joseph’s University, led a lively discussion about the role of direct-to-consumer marketing and its impact on a successful product launch. Panelists addressed such key issues as: “How are DTC activities integrated as key components throughout the marketing mix, including advertising, advocacy and public relations?” “What are the risks and rewards associated with launching a DTC campaign?” and “How have top pharmaceutical marketers managed to address sensitive health issues and drive awareness and sales through DTC?”

■ ■ March 24th marked the HBA Metro Chapter’s fifth CONNECTIONS Mentoring Event. The highly acclaimed networking forum was hosted by Organon Pharmaceuticals USA at their Roseland campus in New Jersey. During this evening program, HBA members had the opportunity to learn how effective mentoring can help advance one’s career through panel discussions with senior executives in the industry followed by a workshop for mentors and “mentees” to come together and network for potential mentoring relationships.

## INDIANA

■ ■ The HBA Indiana Affiliate is being lead by a stellar board of professionals in 2004. In the box below are the recently-elected officers and committee chairs.

### INTRODUCING THE HBA INDIANAPOLIS AFFILIATE’S OFFICERS & COMMITTEES

#### PRESIDENT

**Terri Pascarelli**, President, Integrity Pharmaceutical Corporation

#### DIRECTORS

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Eli Lilly & Co

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Crew Technical Services

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**Alison DeLauter**, Co-Chair  
Manager, Marketing and Sales Analysis  
Integrity Pharmaceutical Corporation

##### Membership Recruitment Committee:

**Liz Childers**, Co-Chair  
Business Development Manager  
Crew Technical Services

### Save Some Space on your Summer Calendars for the HBA Metro Chapter’s July 22nd, 2004 Career Development Day!

Learn how to take control of your own career and develop the skills to propel you along. The HBA Metro Chapter focuses on individual member needs: to become aware of the key issues that drive careers and to learn the skills that will help you adapt to your environment and move ahead. “Career Day” will be entirely devoted to those topics that most impact careers but, more importantly, will focus on topics that relate strongly to women’s concerns. Often women speak up differently than men, or not at all; women don’t seek as much visibility or they don’t speak up about their own accomplishments and they often bury themselves in the job rather than networking within their own companies to build alliances. “Career Day” will cover these topics and more so that you can learn how to advance your career. We know you will also leave this important event with a better understanding of your own style and the impact you have on others and you will learn at least one new thing that you can bring back into your job and career.

Some of the topics being planned include:

- Importance of Political Savvy in Managing Your Career
- Impact of Personal Style on Career Choices
- Bragging Rights: How to Toot Your Horn Without Blowing It
- How to Develop Leadership Presence
- Taking the “Work” Out Of “Networking”
- Dress for Success
- Career Advice on Job Rotations, Re-locations, and Strategic Projects
- On-Boarding and Succession Assimilation into a New Job
- Gender Differences in Communications Styles at Work
- How to Create Your Self-Marketing Plan
- How to Have an Effective Career Development Discussion With Your Manager

Career Day is being chaired by **Jill Quist**, Director of Career Development, HBA Metro Chapter Board, and President, Quist Solutions LLC, and **Mary Gadek**, Chair of Career Day and Executive Director, Strategic Marketing, Aventis Pasteur Inc.

For more information on any events, please visit the web site at [www.hbanet.org](http://www.hbanet.org) and click on the HBA Metro Chapter section for additional information.

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## HBA CALENDAR OF EVENTS

FRIDAY, MAY 14, 2004

**NATIONAL  
Woman of the Year Luncheon**  
New York Hilton  
New York City  
11:30 AM-2:00 PM

WEDNESDAY, MAY 26, 2004

**CHICAGO AFFILIATE  
Evening Seminar  
The Corporate Athlete**  
Details to follow

THURSDAY, JUNE 1, 2004

**METRO CHAPTER  
Meet the Rising Stars**  
Marriott at Glenpointe  
Teaneck, NJ  
5:30-8:15 PM

FRIDAY, JUNE 4, 2004

**CHICAGO AFFILIATE  
Executive Breakfast**

JULY 22, 2004

**METRO CHAPTER  
Career Development Day**  
Parsippany Hilton  
Parsippany, NJ

SEPTEMBER 9, 2004

**METRO CHAPTER  
Evening Seminar  
Pfizer Inc.**  
New York, NY 5:30-8:15 PM

THURSDAY, SEPTEMBER 30, 2004

**CHICAGO AFFILIATE  
Gender Differences &  
The Price Women Pay**

OCTOBER 21, 2004

**METRO CHAPTER  
CONNECTIONS**  
Bristol-Myers Squibb  
Plainsboro, NJ  
5:30-8:15 PM

OCTOBER 2004

**METRO CHAPTER  
Evening Seminar  
Details to follow  
5:30-8:15 PM**

THURSDAY, OCTOBER 28, 2004

**CHICAGO AFFILIATE  
Evening Seminar  
Career Strategies to  
Move Ahead**

NOVEMBER 9, 2004

**METRO CHAPTER  
Evening Seminar  
Novartis Pharmaceuticals  
E. Hanover, NJ  
5:30-8:15 PM**

NOVEMBER 17 & 18, 2004

**NATIONAL  
Leadership Conference  
Redefining Leadership:  
Executive Influence,  
Ethics, and Integrity**  
Hyatt Regency Philadelphia at  
Penn's Landing

## CLASSIFIED ADVERTISING

### POSITION OFFERED

**ASSOCIATE DIRECTOR, PROFESSIONAL SERVICES—Organon** Pharmaceuticals, USA Location: Roseland, NJ headquarters. BASIC FUNCTION To direct and manage activities in the areas of Speakers Programs, Conventions, Advertising/Production and Promotional Operations. **Principal Responsibilities:** 1. Supervise all activities relating to Speakers Programs, Convention, Advertising/Production and Promotional Operations. 2. Interface with other departments as required to design and implement strategies in developed areas as agreed upon. 3. Interface closely with management on policy changes required for areas of responsibility. 4. Supervise staffing requirements and make recommendations as required. 5. Provide monthly status reports on all areas. 6. Closely supervise implementation of pricing policies and contractual arrangements with all third parties. 7. Work to maintain and improve efficiencies within all departments as specified. 8. Interface with NV Organon personnel as appropriate. 9. Conduct staff meetings every four to six (4-6) weeks to provide information and recognition which effectively supports and motivates staff to achieve Departmental and Company objectives. 10. Review performance appraisals to monitor the quality of the work evaluation and oversee development plans to completion. 11. Support the Company Equal Employment Opportunity Policy as it applies to all the terms and conditions of employment, assist in the day to day implementation of the Company's current Affirmative Action Plan, including, but not limited to assisting with meeting utilization placement rate goals, reviewing and addressing allegations of discrimination, and maintaining a positive work environment that manages the difference. 12. Perform other tasks as requested by management. **Qualifications:** 1. Bachelor's degree required. 2. Eight to

ten (8-10) years' experience in the pharmaceutical industry with a minimum six to eight (6-8) years' experience in advertising/production, marketing communications, and marketing administration. 3. Three to five (3-5) years' management experience in the pharmaceutical industry. 4. Pharmaceutical sales experience preferred. 5. Ability to manage and optimize budgets. 6. Demonstrated strong leadership skills, outstanding interpersonal, and communication skills. 7. Strong proficiency in the use of personal computers and related software. 8. Ability to develop direct reports. 9. Ability to build strong teams. 10. Ability to conduct effective and efficient staff meetings. Eric Nunes, Organon Pharmaceuticals, USA Direct: 973-324-6941 Toll Free: 800-835-6212 x 6941 e.nunes@organonusa.com

### POSITION OFFERED

**EXECUTIVE DIRECTOR—HMCC** The HMCC is now reviewing candidates for the position of ED. The current ED will retire in April 2005. The ED is responsible for managing the implementation of the strategic and tactical programs of the HMCC and the HMC Education Foundation. The ED also acts as the spokesperson and ambassador of the HMCC and the HMC Education Foundation. The Ed reports to the BOD of the HMCC. Skills that are critical to this position include; organizational management, planning, fiscal acumen, communications, leadership, negotiations, and rapport building. Skill sets that are important include; membership building, healthcare marketplace knowledge, adult education/curriculum experience and fund raising. Responsibilities include: management of full time office staff, supporting BOD operations and acting as an interface with various stakeholder organizations in healthcare communications. Budgetary accountability for HMCC and HMC Education Foundation operations is an essential component to job responsibilities. Interested candidates should send a one page letter

of interest, resume and reference list to: HMCC Search at VMI Mail, 8<sup>th</sup> Floor, 210 West Washington Square, Philadelphia, PA 19106, HARD COPIES ONLY, NO FAX OR E-MAIL APPLICATION ACCEPTED. The mission of the HMC Council (HMCC), a 501(C)(6), not-for-profit organization, is to enhance the professional development of its members by providing continuing education and career development opportunities. The Council also works to provide a better understanding of the role of marketing, education, and communications in healthcare. Each year, the HMC Education Foundation, a 501(C)(3), not-for-profit organization, affiliated with the HMCC, awards scholarships, internships and presents educational opportunities for industry professionals at all career levels.

### POSITION OFFERED

**CLINICAL DATA ANALYST—Organon** Pharmaceuticals, USA LOCATION: Roseland, NJ **Responsibilities:** 1. The incumbent participates in the completion of clinical data management tasks for assigned therapeutic programs in accordance with the priority and schedule determined by the Clinical Data Management supervision. 2. The incumbent may assist Clinical Data Management and/or the CDS&P group in the design and implementation of global clinical data systems focusing in data management activities. 3. This position requires frequent interaction with Biometrics, clinical and medical personnel within Organon Inc. 4. The incumbent ensures harmonization procedures, standardization procedures, standardization of CRFs, database structures, naming conventions, codelist, etc, are adhered to for the integration of global database. 5. The Clinical Data Analyst will be involved with reviewing clinical protocols and case report forms, review completed forms for data discrepancies, monitor the clinical data technicians as well as finalize and lock the clinical data bases. **Qualifications:** 1. The qualifications for

this position include a Bachelors of Science degree (preferably in Life Science or Computer science) with 2-3 years clinical data management and clinical trials experience OR a high school diploma with 3-4 years clinical data management and research experience. 2. Also Strong knowledge of SAS, Oracle Clinical, Clintrial a strong plus. Lastly, the incumbent should have strong verbal and written communication skills and interpersonal skills. Eric Nunes, Organon Pharmaceuticals, USA Direct: 973-324-6941 Toll Free: 800-835-6212 x 6941 e.nunes@organonusa.com

### POSITION OFFERED

**CLINICAL RESEARCH SCIENTIST (CNS)—Organon** Pharmaceuticals, USA Location: Roseland, NJ Overview: The Clinical Research Scientist (CRS) has a scientific responsibility and may be the leader of (a) study teams(s) for our CNS drug pipeline. **Responsibilities:** —Managing all aspects of protocol development including soliciting internal or external expert advice as needed. —Contacts and selects investigators in close cooperation with the Clinical Research Associates (CRAs) and in consultation with the ICDDT-leader. —Will be Organon's representative, together with the responsible CRA, in the consolidation of contacts with the investigators and the discussions on scientific and other problems in the course of the clinical trial. —Will chair study team meetings, investigator meetings, discuss and prepare protocols in consultation with investigators, as needed. —Responsible for having the clinical reports prepared. **Qualifications:** —BS/MS with a least 8 years experience in CNS Clinical Trials. —MD or PhD in medical/biological discipline with at least 5 years preclinical or clinical research experience —Good verbal and written communication skills and effective interpersonal skills and the ability to perform as a member of a team. Eric Nunes, Organon Pharmaceuticals, USA Direct: 973-324-6941 Toll Free: 800-835-6212 x 6941 e.nunes@organonusa.com

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# SKILLS FOR SUCCESS

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.

## A Fresh Perspective for New—and Mature—Brands

### Mary Cobb

CEO/President & Nina Wachsmann, Senior VP, Director of Strategy, PACE, Inc., A Lowe Healthcare Company

*Think Dennis the Menace meets Albert Einstein.*

*Think Beethoven played by the Beatles.*

*Think wisdom with invention.*

*Think fresh but well seasoned.*

*Think big enough ...*

### Think Fresh ... So Brands Flourish

We have hopes and aspirations for our brand; we try to identify its unique profile and personality. We tap our experience and market knowledge to create a powerful brand that will live, grow and flourish.

Unfortunately, too many products in the world of pharma languish because a focus on the rational features of the product does not differentiate and distinguish it. A brand with truly unique benefits is rare. Many new pharma products offer only incremental benefits, which can be indistinguishable from others in the category. This makes differentiation difficult and reduces launch impact. The result is that physicians stick with their tried-and-true brands.

Building a brand requires so much more than just creating launch materials; it requires crafting a sustainable identity so all stakeholders recognize it and appreciate its value over the long term.

### Think Expansively... Like the Customer

Brands become multidimensional but often lack the luxury of meaningful features that are distinguishing, especially over time. This has long been recognized in consumer marketing. Branding gurus such as David Aakers and Trout & Reis have recounted processes, values and assets that can be attributed to or associated with brands. What's needed? An open mind to allow for creative interpretation of the brand's true benefits *and* ways to reach all customers. Many marketers fail to recog-

nize that pre-launch work—medical education, thought leaders, investigators and patient organizations—is developing and growing the assets and values of the brand dreamed of by consumer marketers.

At PACE, we start with taking time to evaluate, assess and determine how best to leverage associations, values and unique product features and benefits. Then we determine which assets and values will form deeper emotional connections to the brand and make it BIGGER than its features and benefits. Our “Brand Halo” process is then applied to identify the *right* assets to form the powerful emotional connection and get into the minds of the customers—to uncover customer attitudes and aspirations, needs and desires—and how the brand can answer these. The result: A differentiated and distinguished brand that forges an emotional connection with the unmet needs of the customer. Brand Halo is a powerful way to influence behavior, create preference and develop brand loyalty.



Courtesy of PACE, Inc., A Lowe Healthcare Company. Reprinted with permission.

### Treat Brands Holistically... From Strategic Insight to Creative Expression

It's not just about strategy or creativity. It's about creative strategy and strategic creative. It's about finding that unique place in the customer's heart and mind where a brand can *flourish*. Take a step back to look at the brand from a different, “fresh perspective.” The “big ideas” and creative expressions that truly embody the personality and promise of the brand will come naturally.

### Launching into Satisfied Markets

It's a challenge to launch into a satisfied market with many choices and raised expectations for new products and benefits after years of consumer marketing. For the launch of the first extended-cycle OC, gaining insights into both the healthcare professional and consumer was critical to developing the Brand Halo. By applying these insights to the launch, the promise of “A Whole New Way to Live,” a truly powerful, emotionally compelling brand with a meaningful benefit to the customer was created.

### Building Mature Brands

Our goal at PACE is to create long-term success. But mature brands with positive experiences offer unassailable advantages and established emotional values few pharmaceutical marketers take time to uncover. Through innovative market research approaches, we know successful brands project images. And we ask: What does it say about the physician who prefers this brand? How does the physician feel when prescribing it?

Assuming physicians' decisions are entirely data-driven limits thinking and creativity. By applying the Brand Halo process to a glaucoma drug and viewing treatment from the eyes of the prescriber within the context of their entire practice (to understand the drug's true value), we uncovered an identity that leveraged existing customer beliefs of the brand as the “gold standard.” The campaign blunted the launches of new competitors and identified new opportunities to expand the market through both prescribers and consumers. Overall, we have found that new and mature brands can flourish and have long-term success by:

- Maintaining enthusiasm and a fresh perspective
- Getting a 360° perspective of the brand
- Thinking expansively about its true potential
- Looking at the rational and emotional
- Treating brands “holistically” from strategic insight to creative expression. ■

# How to Build a Better Businessperson

What makes a successful businessperson in today's pharmaceutical industry?

At the **Center for Performance Excellence**, a provider of *focused brand management and healthcare marketing education and development programs* for healthcare marketing professionals, we believe there are four major components:

## Brain

The brain is used to comprehend, synthesize, and evaluate information. CPE learning events stimulate these functions through customized and interactive learning events. Topics include life-cycle management, segmentation, forecasting, and marketing strategy.

## Heart

Performance Excellence cannot happen without heart. CPE learning events reinforce the principles of customer responsiveness and customer sensitivity critical for success.

## Legs

Legs provide a steady foundation and CPE offers a variety of learning events to bring businesspeople up to speed in the basics of areas such as marketing, finance, and statistics.

## Hands

CPE's hands-on activities and exercises give businesspeople the opportunity to test their new knowledge and skills in a penalty-free environment.

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*Advancing Women's Careers*

## MID-ATLANTIC

■ ■ The HBA Mid-Atlantic Affiliate has welcomed two new board members.

**Dr. Elena Rios**, MSPH, President of the National Hispanic Medical Association has joined the Advisory Board, and **Tamara Smith**, MS, President and CEO of DC Chartered Health Plan, Inc., has joined the Board of Directors.

Dr. Rios is President of the National Hispanic Medical Association and CEO of the Hispanic-Serving Health Professions Schools, Inc. The mission of both organizations is to improve the health care of Hispanics nationwide. Dr. Rios is well-known for her public service—she serves on the National Hispanic Leadership Agenda and the Women’s Policy Inc. Boards of Directors. She is also Co-Chair for the Hispanic Health Coalition, and was appointed by Secretary Donna Shalala to the Advisory Panel for Medicare Education. A UCLA graduate, Dr. Rios has lectured and published numerous articles and has received awards on health policy, including awards from the Department of Health and Human Services, Hispanic Congressmen, California Hispanic organizations, and policymakers.

Ms. Smith has more than 23 years of experience in the hospital, managed care and consulting industry. Active professionally and civically, she has been chairperson of the Healthy Families DC Advisory Board since 1997. She is the Appointed Member of the DC Mayor’s Health Policy Council and Member of the Medicaid Subcommittee and Information Systems and Education Subcommittee. She has also held leadership positions in the DC HMO Association and National Association of Health Service Executives.

“It is an honor and a privilege to welcome these outstanding women to our board,” said **Susan Torroella**, President, HBA Mid-Atlantic Affiliate Board of Directors and CEO of Columbia Medcom Group. “Their

keen insights of our industry will help us exemplify our theme of unity through diversity,” she asserted.

■ ■ On April 21st, the HBA Mid-Atlantic Affiliate hosted “Work+Life: Envision, Negotiate and Implement a Strategy that Makes Sense for You.” The keynote speaker was **Cali Williams Yost**, author of the newly released book *Work+Life: Finding the Fit That’s Right for You*. For more information, please see the next issue of the *HBA Bulletin*.

## SAN FRANCISCO/ BAY AREA

■ ■ The 2004 calendar for the HBA San Francisco Chapter is off to a roaring start. The chapter hosted its 2004 launch event on February 4th at Cooley Godward, which was attended by more than 115 Bay Area women. The panel, which discussed bringing products and drugs “From Idea to Launch,” was hosted by **Debra Reisenhel**, CEO, Novasys Medical. **Jean Nelson**, former VP, Marketing, Revivant Corporation, represented the medical device perspective and **Robin Winter-Sperry**, MD, President, Scientific Advantage, LLC, gave the pharmaceutical/biotech perspective. “It is rewarding to see our events so warmly received by our constituents,” commented **Kristin Jacobson**, Chapter President.

■ ■ On March 25th, the HBA San Francisco Chapter held an important and timely seminar on “Mentoring: Maximize Your Time & Develop New Leaders.” The seminar discussion was lead by **Loren Walsh**, VP, Organizational Consulting, Right Management Consultants, and was hosted by Guidant Corporation.

■ ■ Other events include an Executive Breakfast on creative deal making in April hosted by **Wilson Sonsini**. And be sure to mark your calendar for the third Annual Dinner which has been scheduled for May 20th. Last year the event was sold out with over 400 attendees. “We will be awarding the second annual ‘Innovator of the Year’ and honoring the local ‘Rising Stars,’” said Jacobson. ■

# The Art of Negotiation— A Big Success!

**NUTLEY, NJ**—The HBA Metro Chapter’s first seminar of the year was a great success with more than 300 people attending the “The Art of Negotiation: Learn from the Best in Getting to Yes” seminar. Experts **Eric Henry** and **Ken Hyatt** of CMPartners, LLC, moderated a session that was educational and interactive as participants had the opportunity to work through negotiation case studies.

The negotiating tools shared at this meeting can be put into action for small and large situations and result in greater success. Experts cited seven key aspects to consider in preparing for a negotiation:

1. **Relationship:** What is current status vs. desired;
2. **Communications:** Two-way open conversation; balance advocacy with inquiry and reward openness;
3. **Interests:** Try to outline yours and theirs and reasons;
4. **Options:** Explore as many as you can think of—“out of the box”;
5. **Legitimacy/Standards:** Employ objective standards and a fair process to plan decision;
6. **Alternatives:** What is your walk-away BATNA (Best Alternative to a Negotiated Agreement);
7. **Commitment:** Clarify details of responsibilities.

Many thanks to Roche for hosting this event and to the Co-Directors of the HBA Metro Chapter, **Eve Dwyer** and **Julie Kampf**, for organizing this program. ■



Featured from left to right are: **Charlene Prounis**, HBA Metro Chapter President; our negotiation experts: **Ken Hyatt** and **Eric Henry**, CMPartners; **Daria Blackwell**, President, HBA National, and **Stephanie Phillips**, Managing Director of Development for the HBA Metro Chapter.



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# Building High Performance Teams

## *An Executive Women's Breakfast Seminar*

### **Margaret Gardner**

President, Global Medical Communications, LLC

*"A team is the operating unit in today's business environment... high performing teams empowered by company management can make the quick decisions necessary to maintain a competitive edge in today's fast paced world..."*

—**Ellen Geisel**, Global Head,  
Primary Care Customer Group,  
Schering-Plough Corporation

**TEANECK, NJ**—Teams continue to grow in importance as business becomes more complex. On February 10th, 2004, Eisai, Inc. sponsored an HBA Metro Chapter Executive Women's Breakfast that explored strategies for building high performance teams. The program faculty included three outstanding senior executives: **William C. Sheldon**, COO, Eisai, Inc.; **Ellen Geisel**, Global Head, Primary Care Customer Group, Global Pharmaceutical Business, Schering-Plough Corporation; and **Lynn O'Connor Vos**, CEO, Grey Healthcare Group, Inc. and a member of the HBA Board of Directors.

Sheldon emphasized the importance of setting the vision for team performance and taking the time to address team values and behaviors. Skipping these critical steps in an effort to "get to the real work" often limits the ultimate success of the team, he noted. Also important is getting the right people on the team, and *the wrong people off the team*. The team should have a diversity of viewpoints, talents, and experiences as well as excellent leadership, Geisel said. People are the "wild cards" of the team, agreed Sheldon and Geisel. To transform a collection of individuals into a high performing team requires time to develop and communicate a clear vision and goals.

Vos applied the concepts of high performing teams to the unique relationship that exists between agency and client. She noted that the structure and expectations of agency teams are changing as clients'

needs change. She reminisced about the days when all it took to make the client happy was a creative "ad guy" who could work independently. Today, the agency business takes a team of people with unique skills and talents. Successful agency staff must fit into the agency structure—requiring people that are creative, confident, assertive and appreciative of change. However, they must also be able to identify and mirror the client's style and needs—which are sometimes completely different from what is valued by

the agency. To avoid problems, Vos devotes significant time and resources training and developing her people.

During the discussion session, one issue emerged that was particularly relevant to many in this time of mergers and co-promotions: How to work on teams with individuals from other companies and other countries. Sheldon recommended that all team members keep in mind that "it is not how you feel about each other, but how you are going to work together" that counts. He also noted that often it's just a few issues that create 80% of the friction on a team. By identifying and solving those issues first, many of the smaller challenges will either go away or become less important. ■

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## HBA Chicago Affiliate Shows the Power & Possibilities of Networking

**DEERFIELD, IL**—During the November Strategic Planning session, the 2004 HBA Chicago Affiliate Board Members introduced themselves to one another and then in the spirit of Thanksgiving shared an example of something they were thankful for. During the exchange, **Jane Kiernan**, VP and General Manager, Medication Delivery, Baxter Healthcare, discussed the pride she had of having the privilege of serving on the board of The Institute of Women Today (IWT). The IWT is a shelter for homeless women serving the Chicago area. Kiernan communicated some of the financial challenges the shelter was undergoing and the 12 rooms they provided to a large number of homeless women.

Next, **Phil Stamm**, General Manager, Hyatt Deerfield Hotel shared a possible solution to the financial troubles of the shelter. Due to the current renovation of all the rooms at the Hyatt Hotel, Stamm arranged to initiate a major donation by Hyatt of furniture and appliances to accommodate all 12 rooms at the shelter, and an additional 38 more rooms in storage for the future transition of these homeless women into apart-

ments of their own.

"The generous donation of draperies, credenzas, sleeper sofas, art and a caseload of coffee pots will go with these brave women as they begin to break the cycle of poverty and face the workplace," said IWT's Executive Director **Sister Ruth Mutchler** who has been working hard to end the cycle of homelessness since 1974.

"This is an incredible example of how membership and networking with organizations such as the HBA Chicago Affiliate can serve not just individuals, but can make an impact in the communities in which we conduct business. We are all fortunate to work in, or interface with the healthcare industry," noted **Kimberly Farrell**, Affiliate President and President/CEO of Unlimited Performance.

"Many of the women who are part of the HBA Chicago Affiliate are successful executives in an upper socioeconomic group," Farrell continued. "There is a saying: 'Who much is given, much is expected.' It is this mind-set of the dozens of volunteers involved with this affiliate that makes us proud to be part of such a fine organization." ■

**2004 HBA WOMAN OF THE YEAR** *from page 1*

pion of diversity and women's leadership initiatives.

Although she herself never followed a game plan—"Every move was for its own sake—because it sounded like fun, gave me the opportunity to learn something and allowed me to add value"—Poon does have some advice for professionals on the rise.

**1. Embrace challenge.** The WOTY honoree attributes much of her success to lessons she learned growing up as part of a large family. She cites the experience of her father, James, and her mother Virginia (both born in mainland China) when they decided that Cincinnati would be a good place to build an ophthalmology practice and raise their seven children, even though no family or Asian community lived nearby. She also recalls her maternal grandmother, age 40 when her husband died, who took in sewing and raised six children on her own, every one of whom went to college.

Poon rose to her own challenges at every turn. One of the most exciting she recalls, was her decision to take a new position at Bristol-Myers Squibb (BMS), where she was running a US business. In 1993, her boss offered her an international post—a choice between China or Canada. Poon decided on Canada and found the experience to be a powerful personal journey: "I moved way outside of my comfort zone." Living in Montreal, she had more autonomy, but everything was so different. "I managed it by becoming more independent. I also had to learn skills that were new for me—patience, careful listening and interpretation of nonverbal signals." Later she returned home and was named Sr. Vice President for Canada and Latin America Pharmaceutical Operations. It was a much greater challenge. She didn't know the language or the culture, and there were few, if any, women in leadership positions in Latin America. "I wanted to break the stereotypes in the region, with my colleagues and with management. Leadership should not be a gender issue."

**2. Diversify your background.** Poon tells younger colleagues to diversify their education, job functions and areas of expertise. She cites her own background in science, business, finance and information management. Trained in science, she earned a bachelor's degree in biology from Northwestern University and a master's in biology/biochemistry from St. Louis University before going on to earn an MBA in finance from Boston University.

Poon's move to Canada was one of several lateral moves. "If my only ambition were a title, I could have been a vice president 10 years earlier, but I took the slower route, accepting a series of both operating company and staff positions." Poon believes that all these moves paid off. Her experience with R&D, laboratory chemistry, diagnostics, pharmaceuticals, devices and international operations gave her the perspective to ask the right questions and frame the issues worth talking about.

Others thought so too. Recruited to Johnson & Johnson in 2000, Poon was named Worldwide Chairman, Pharmaceuticals, in 2001. **Joseph C. Scodari**, Company Group Chairman, Biopharmaceuticals, said of Poon's achievements, "She has set the tone for our organization, bringing a strong strate-

gic orientation and focusing it squarely on sustained competitive growth. During her tenure, we have surely accomplished that, growing at a rate substantially greater than the industry at large."

**3. Understand the power of diversity.** A champion of diversity, Poon notes that "gender and racial blindness are necessities. Because of my experience of working in diverse cultures, I can see people in terms of their abilities, not their first language or chromosome makeup. The speed, complexity and reach of business today means you need a collaborative style that brings in many perspectives and ideas that are different from your own. That one idea could be the key to everything you're looking for."

**4. Have a passionate commitment to patients.** As **David P. Holveck**, Company Group Chairman of Centocor, noted, "Chris articulates the meaning of the work we do to extend and enhance the lives of patients and families all over the world as a mission to do good." This is a very personal mission for Poon, whose maternal grandfather died of tuberculosis when her mother was just a teenager. Her husband lost his father to lung cancer at the age of 10.

"Today they might have lived, with the drugs we have available. What we do makes such a difference," she says. "It gives you a reason when you personalize it." Although she has served on other boards, Poon's only outside commitment is the Fox Chase Cancer Center board of directors in Philadelphia.

**5. Seek mentors everywhere.** Poon urges women to watch and learn from successful men and women in all areas of business and life. Her family has been an extraordinary influence on her own life. "My parents and my grandmother taught me to be independent, to face up to enormous challenges and to stay optimistic," she said.

Colleagues cite Poon's own leadership in mentoring, supporting women's leadership and serving as a role model. "Not only is Chris one of the highest ranking women in the pharmaceutical industry, she is in a position of great visibility and influence as a role model for future leaders," said **JoAnn Heffernan Heisen**, VP, Chief Information Officer, and fellow member of the Johnson & Johnson Executive Committee.

With all her business achievements, Poon is proudest of the people she may have influenced and what they have accomplished. "Bringing in talent and selecting them for a new role is the best and perhaps only legacy we leave to our companies," she says.

**6. Stay optimistic and have fun!** All of Poon's jobs were chosen in part because they sounded like fun—a very important element in her business and personal life. Every year she and her husband, Mike Tweedle, host a dozen or so nieces and nephews (without parents) for a week-long adventure with minimal rules and restrictions—one part fun, one part "embracing challenge." In fact, they just built a house in Colorado big enough to house the entire family.

**Minnie Baylor-Henry**, RPh, JD, VP, Medical Regulatory Sciences at Johnson & Johnson, sums it up with this high tribute: "As a woman in J&J, Chris Poon is an inspiration to me. Her insight, understanding and compassion are apparent in everything she does. Chris cares about people and, as a result, people want to be on her team." ■

"Chris is an extraordinary business leader and someone who dares to make a difference."

—William C. Weldon,  
Chairman and CEO,  
Johnson & Johnson

# How to Create Balance in a Chaotic World

**CAMBRIDGE, MA**—On February 3rd, the HBA Boston Chapter held a very successful presentation on Work-Life Balance at Genzyme. **Natalie Gahrmann**, an International Coach Federation (ICF) certified personal and business coach, led an excellent interactive presentation. An estimated 100 participants received tips and action-steps for creating balance in professional and personal life.

Gahrmann started by reminding the audience that balance is defined differently by each individual and that achieving balance requires periodic re-evaluation. “What does success mean to you? What does balance mean to you?” she asked, and had the audience work on a self-awareness questionnaire to help identify key aspects of life that required more balance. What are some of the advantages to living a balanced life? Gahrmann noted:

- clarity to life’s purpose;
- improved decision-making and adaptability during sudden crises;
- increased goal attainment;
- better stress management; and
- an overall sense of peace, joy and sustainability.



With audience participation, Gahrmann identified obstacles to balance including, multiple responsibilities, unrealistic expectations, being “all things to all people” and guilt. She then recommended strategies for achieving balance, such as:

- Evaluate your life; determine the current level of satisfaction in key components.
- Prioritize, learn to say “no” or negotiate when necessary.
- Delegate and learn to accept help.
- Establish goals, boundaries and ac-

countabilities.

- Get organized, create a daily routine but stay flexible.
- Do acknowledge your success.

The advantages and disadvantages of employer administered work-life balance programs such as flex-time, job-sharing and telecommuting, were also discussed.

- **Advantages:** increased productivity,

team-work and retention.

- **Disadvantages:** negative image and blurred work-life boundaries.

Gahrmann summarized the presentation with the “ABC’s of Managing Work and Personal Life.”

- **A= Attitudes:** The thoughts, feeling and values to which you subscribe.
- **B= Behaviors:** Actions, management and handling of every day demands and routines.
- **C= Commitment:** Understand what needs to be done or changed, and persevere to meet this need. ■

## Discovery Health’s Dr. Andrea Pennington Kicks Off ’04 at HBA Mid-Atlantic

**ROCKVILLE, MD**—More than 80 representatives from every arena of healthcare assembled at Otsuka America Pharmaceutical, Inc., on February 4th to hear Discovery Health Channel’s **Dr. Andrea Pennington** kick off the HBA Mid-Atlantic Affiliate’s inaugural education seminar.

Dr. Pennington, who has hosted the *Amazing Baby Series* and is a frequent guest on the *Oprah Winfrey Show*, urged participants to enhance their lives and catapult their careers by “beginning with yourselves.” Attention to physical, mental, and emotional health is the platform for true happiness and success, said Dr. Andrea, as she is fondly known. She spoke of cultural pressures and emotional baggage that distract many people from achieving personal and professional success. She encouraged members to make a list of their dreams, then focus on pursuing those they find most meaningful.

HBA Mid-Atlantic Affiliate Founder **Susan Torroella** opened the event with a welcome to affiliate members, whom, she said, are “at the world’s crossroads of healthcare.” The Mid-Atlantic is the intersection of every facet of healthcare, Torroella explained, noting that its roads run from the FDA to the NIH, Hopkins to Celera and Cylex, Otsuka to the Red

Cross, MAMSI to OIG.

HBA National President **Daria Blackwell** also was on hand for the event. She spoke on the power of connections made through the HBA. “You can reach out to someone for help and they are more likely to take your call because you are a member of HBA,” she noted.



**Dr. Andrea Pennington**

The exciting event, which included ample opportunity for networking, both before and after the main event, was hosted by Otsuka. Laurel Marketing & Design, London Litho Services, Global Meeting Partners, and Columbia MedCom Group contributed services for the event. ■

## A New Business Case for Diversity: Can the Healthcare Industry Serve as a Model?

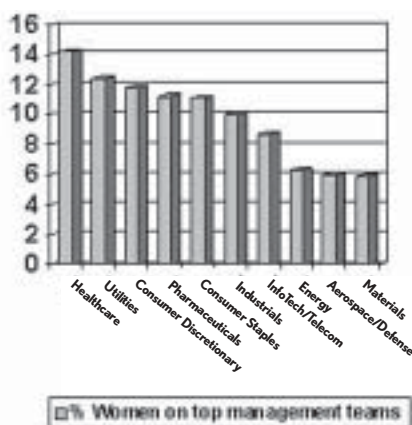
**Daria O. Blackwell**  
HBA President



It seems that every day we pick up a newspaper, a magazine or a mouse, there's a story about our industry—and they're not all good. In fact, some of the worst assaults on the industry have appeared recently and are likely to continue throughout this election year. As individuals and as an industry, we have the

obligation to make a difference by pointing out the good . . . pointing out the lives saved, the suffering spared and the diseases cured. As an organization, however, we have to stay focused on our mission: to help women advance in their careers in healthcare.

Amid the troublesome news, a report that appeared recently was like a ray of sun . . . a business case for including women at the top ranks in our industry. A new study published by Catalyst, a leading research and advisory organization working to advance women in business, provides evidence that gender diversity in the top management teams improves the financial performance of the company. The full report, "*The Bottom Line: Connecting Corporate Performance and Gender Diversity*," is available online.\*



After examining 353 companies that remained on the *Fortune* 500 list for four of five years between 1996 and 2000, Catalyst found that the companies with the highest representation of women on their senior management teams had a 35% higher return on equity (ROE) and a 34%

higher total return for the shareholder (TRS) than companies with the lowest women's representation. The report concludes that the underlying factors are access to a broader talent base and reflection of a substantial consumer base.

Now the clincher. Representation ranged from 0 to 38.3%, with an overall average of 10.2%. Six sectors had higher than average representation on their top management teams and include Healthcare and Pharmaceuticals (see figure). Data for five sectors analyzed in depth show that these sectors have the highest comparative returns among the industries surveyed in both ROE and TRS.

Wait a minute. Is that us they're talking about? Can we be a model for other industries? You bet we can. We've been tackling these issues for 27 years at the HBA. Our predecessors had the foresight to recognize women for their achievements, publicize their successes, and provide them with the opportunity to mentor those in their wakes. Two of the top 50 most powerful women identified by *Fortune* magazine in 2003 are past HBA Women of the Year, and a third is this year's HBA WOTY, Christine Poon.

This could be evidence that we are on the right track. But let's not get too secure. Let's not forget that women still are a comparatively small proportion of the executive ranks. Just imagine how well the industry would perform if the representation reflected the actual population of decision-makers. It has been estimated that more than 80% of all healthcare decisions are made by women.† It seems logical there still may be some upside potential.

Perhaps by improving the performance of the industry overall, we can create greater opportunity for ourselves in the process. We'd then set our sights even higher, using that equity advantage to advance healthcare to its optimal state. Now, there's a goal for us to reach for someday. But first, let's get more women to the top. And speaking of getting more women to the top, I'd like to extend a personal note of congratulations to the 2004 HBA WOTY Christine Poon, a shining example for all healthcare industry professionals. (For more on Christine, see the cover story in this issue.) ■

\* Catalyst, 2004, Publication Code D58; ISBN#0-89584-244-0 [http://www.catalystwomen.org/publications/executive\\_summaries/financialperformance.pdf](http://www.catalystwomen.org/publications/executive_summaries/financialperformance.pdf)

† Blackwell, Daria: Becoming Woman Wise, Medical Marketing & Media, 2001, <http://www.cpsnet.com/reprints/2001/05/WomanWiseBlackwell.pdf>

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