

SPECIAL ISSUE

July/August 2008

PharmaVOICE

THE FORUM FOR THE INDUSTRY EXECUTIVE

100
of the Most
Inspiring People



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PharmaVOICE is delighted to publish the fourth annual special issue featuring 100 of the most inspiring individuals in the life-sciences industry. This issue has become one of my favorites and, from all accounts, one of yours as well.

What's not to love? This issue celebrates the men and women of the industry who inspire and motivate — good people who are doing great things. These individuals are setting the standard for corporate leadership, research and development, technology enhancement, creativity, marketing, strategy, and more. In an industry that at times is slow to change, these individuals are having a positive impact through their actions.

We want to thank all of our readers who took time out of their busy schedules to nominate their choices for this year's PharmaVOICE 100. The nominations started to roll in Aug. 1, 2007, with the last entry being posted May 1, 2008, at 11:59 p.m. In those nine months we received thousands of entries, which reaffirmed what many of us have known for some time: real-life heroes do exist in this industry, an industry that is often maligned and misunderstood.

This outpouring of support has been exciting and challenging. As you might imagine, each year the selection process becomes more difficult. With thousands of nominees to consider, our staff relies on not only the number of nominations received, but the write-ups themselves, which provide comprehensive accounts as to how and why an individual provided inspiration or motivation. We also take into account an individual's extracurricular activities, such as community service, involvement with industry-related organizations and associations, and philanthropic activities. We also consider how an individual leads his or her organization, group, or team. We look for leaders who provide guidance and mentorship to colleagues inside their own companies as well as to those beyond their corporate landscape. We celebrate individuals who are acting as change agents to improve the industry's performance and reputation.

Each year we strive to give you more personal insights into the PharmaVOICE 100. As such, we asked our industry leaders to provide us with the two adjectives that they believe best describe themselves. Hands

As the world embraces different media options, so do we. We are happy to provide you with access to these and other thought leaders through Podcasts, Videos, whitepapers, and, of course, print.

down the resounding consensus of responses included passion and compassion, with healthy doses of integrity, candor, and innovation thrown in.

These individuals are indeed passionate about the sectors they serve — pharma, biopharma, biotech, contract research, clinical research and development, patient education, patient recruitment, advertising, technology, and many others — as well as the overall industry. They are committed to doing the right thing for the right reasons.

To make the issue easier to navigate, we have divided the honorees into categories that we think best capture their skill sets and expertise. Please note, however, that many of this year's honorees could easily fit into several of the following sections: commanders and chiefs, entrepreneurs, change agents, brand champions, researchers & scientists, patient advocates, technologists, and mentors.

I hope you enjoy getting to know this distinguished group as much as we did. With a special thanks to Cathy Liszewski for her design and to Kim Ribbink for writing the profiles, and on behalf of the rest of editorial team of PharmaVOICE — Denise Myshko, Robin Robinson, and Carolyn Gretton — I want to thank our 100 for making this issue possible. We look forward to many more inspiring conversations, and we can't wait to see who makes next year's list. Submit your nomination for 2009 now!

Taren Grom
Editor

The Commanders & Chiefs

“LEADERS ARE MADE, THEY ARE NOT BORN. THEY ARE MADE BY HARD EFFORT, WHICH IS THE PRICE ALL OF US MUST PAY TO ACHIEVE ANY GOAL THAT IS WORTHWHILE.”

This quote from the great NFL coach Vince Lombardi sums up the collective excellence of this group of company leaders, who are taking their organizations to the next level through their hard work, dedication, and attention to inspiring and motivating those around them to reach their own level of leadership.



The Process Prophet

Ron Waife's advice focuses on telling clients what they need to know, whereas others tell them what they want to hear.

For the past 15 years, Ron Waife has been a prophetic voice in the industry.

Time and again he has anticipated developments in the industry, particularly those related to technology, and has described the implications of those developments for the successful execution of clinical trials.

He was ahead of the curve in demonstrating how the clinical process must adapt to technological innovation. In the sincerest form of flattery, this theme is now heard from almost every conference podium, as stories of EDC adoption are framed in Mr. Waife's original terms: it's the process, not the technology.

He has also been influential through his work related to governance in change management. Mr. Waife doesn't just speak about the need for executive buy in; his company applies the concept directly to organizational structure and helps companies establish the right steering committee, advisory council, and other mechanisms to ensure that change is real and lasting.

In an industry that still enjoys relatively high profits, one of the biggest challenges is pushing for improved and intelligent operational efficiency, not simply following trendy broad-brush ideas. Mr. Waife's guidance and insights have been a positive force for effecting change.

That Waife & Associates has stood the test of time is no mean feat. Around 95% of all consulting companies fail within three years, but after 15 years, the company is still a meaningful contrib-

utor to positive change in clinical research.

Mr. Waife's wealth of knowledge surrounding the current status of drug development, and his vision for what this might look like in the future, has made him an invaluable advisor and sounding board in affecting change. And his eloquence and logic give his clients comfort that they are receiving sound and valuable advice.

Beyond his understanding of change paradigms, what separates Mr. Waife and his team from other consultants is the realization that the culture and landscape at each company play a significant role in the decision points that are made. Therefore solutions are adapted to fit the company, rather than treating each one as a commodity onto which a standard process is forced.

In addition to his creative ability to engineer and design solutions, what clients like most about Mr. Waife is his direct manner. They know that he and his consultants will be honest and direct, informed, and to the point, and they are not afraid to tell them what they may not want to hear.

What he, in turn, enjoys is working with people who are creative, who demonstrate good judgment, who work hard, and who have a keen sense of humor.

GETTING PERSONAL Ronald S. Waife is President of Waife & Associates Inc. (waife.com), Needham, Mass., a change man-

agement consultancy focusing on clinical research in the pharmaceutical industry. Since 1983, the company has served more than 200 clients, including large and small pharmas, biotechs, service and technology vendors, and the investment community. Mr. Waife is also Executive Director of The Clinical Research Executive Forum, a seminar series for industry executives exploring how to improve the clinical research process. Mr. Waife's previous experience includes a decade of executive positions in high technology, including Motorola and BBN, and a decade in international public health, researching clinical studies, supporting health delivery projects in developing countries, and writing clinical textbooks and training films. Mr. Waife has also been an instructor and facilitator in Total Quality Management (TQM) techniques, both at BBN and for the Center for Quality Management. He is the author and editor of several books, articles, and films, and a frequent lecturer at international conferences.

CREATIVE. BLUNT.

NAME: Ronald S. Waife

TITLE: President

COMPANY: Waife & Associates Inc.

EDUCATION: B.S., The Johns Hopkins University; MPH, Harvard School of Public Health

PLACE OF BIRTH: Philadelphia (grew up in Indianapolis)

ON HIS READING LIST: Mystery novels and The New York Times Book Review, which provides an excellent condensation of everything else

FAMILY: Wife and twin daughters in high school

FIRST JOB: News director at a radio station in rural Indiana

Ronald WAIFE

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