

Creating a Culture OF INNOVATION



Experts agree, innovation starts at the top and needs to be incentivized throughout the organization.

The culture of an organization, defined by top leadership, along with the personnel and resources allocated to new ideas, sets the tone for innovation.

According to McKinsey, there are eight essential attributes — aspire, choose, discover, evolve, accelerate, scale, extend, and mobilize — that are present, either in part or in full, at every big company that’s a high performer in product, process, or business-model innovation.

Furthermore, since innovation is a complex, companywide endeavor, it requires a set of crosscutting practices and processes to structure, organize, and encourage it. These often overlapping, iterative, and nonsequential practices resist systematic categorization but can nonetheless be thought of in two groups. The first four essential attributes, which are strategic and creative in nature, help set and prioritize the terms and conditions under which innovation is more likely to thrive. The

People motivated by a common purpose across all levels of an organization are the root of innovation.

DAVID MEEK
Baxalta



Every one of our team members shares a passion for improving the lives of patients suffering from rare inflammatory diseases.

YUVAL COHEN
Corbus Pharmaceuticals

next four deal with how to deliver and organize for innovation repeatedly over time and with enough value to contribute meaningfully to overall performance.

To be sure, they say there is no proven formula for success, but McKinsey analysts firmly believe that if companies assimilate and apply these essentials — in their own way, in accordance with their particular context, capabilities, organizational culture, and appetite for risk — they will improve the likelihood that they, too, can rekindle the lost spark of innovation.

According to Ritesh Patel, executive VP, chief digital officer, Ogilvy CommonHealth Worldwide, innovation has to be part of the overall culture and DNA of the organization.

“I think where we stumble in healthcare is companies use excuses of regulatory or real-world evidence or endpoint data quality to hide behind what they could actually do if they really thought about making innovation a priority,” he says. “There are some visionary CEOs, such as Joe Jimenez of Novartis, who are examining what the mission of the organization is, what their mantra and focus should be. It can’t just be about R&D, clinical trials,

We believe one important type of innovation is continuous improvement. Because it’s incremental, it tends to be more in tune with the natural cadence of an organization and causes less disruption.

TOM HOSPODAR
Sunovion Pharmaceuticals

and the endpoints. It has to be about how to make somebody better. When this is the mission, then the question has to change to: what do we need to do differently to achieve that goal?”

Mr. Patel adds that, unfortunately, often the bigger the organization, the more siloed and dysfunctional it can be.

“The first thing companies need to do is try to break down as many of those silos as possible,” he says. “The other way to encourage innovation, and what some big companies are doing, is building out innovation centers that then take two or three ideas that permeate through the organizations. Either approach needs senior leadership buy-in and is dependent on the company’s culture.”

One company that has embraced the incubator concept is Johnson & Johnson, which has established JLABS to empower and enable science to reach the people who need it.



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JOHN BLAKELEY
Chief Business Officer,
CRF Health

Organizations that excel in terms of innovation are typically those that understand it takes a combination of ingredients coming together to bring real innovation to life. Understanding industry trends and having a clear vision of how those trends are predicted to develop plays a key role in the innovation spark. Innovation can come from anywhere in an organization: clients, interested third parties, marketing and project delivery teams to name just a few sources. However, truly great companies that embrace innovation not only recognize the variety of sources but are able to harness the power of innovation without creating overly burdensome processes and rules that may extinguish the creative spark.



JENNIFER BYRNE
CEO, PMG Research

Our mission is to bring clinical research to as many lives as possible. We accomplish this by facilitating paradigm shifts in clinical trial conduct, however disruptive. We have pioneered partnerships among healthcare institutions, leading CROs, and pharma companies that also make it their mission to deliver innovative solutions to industry challenges. Through the intersection of experience, new ideas, and technology, we are gathering new data that illustrate the full-value potential of research to all stakeholders — patients, providers, payers, industry — for the integration of research participation through the continuum of care.

RAMON CHEN
Chief Marketing Officer, Reltio

An innovative culture is a magic blend of empowerment, guidance, and alignment across all facets



of an organization. At Reltio five core values form an integral part of our innovative culture. Known as F4R they are: “Be reliable,” to your fellow employees, your customers and partners; “Stay relevant,” with great ideas that are in context with the task at hand; “Be resilient,” by bouncing back and learning from mistakes; “Think repeatable,” embracing technology to increase efficiency and productivity; and last, but not least, is “have fun” and give back or pay it forward. Necessity may be the mother of invention, but a supportive and creative environment is the family that brings innovation to life.



ALYSON CONNOR
President, MicroMass
Communications

The goal is to be more innovative, but also inspire and create innovation with a purpose. Our organization's goal is to accelerate health outcomes and complement clinical care by implementing behavioral science techniques. Therefore, it's important for our staff and clients to be open-minded and challenge conventional thinking. We're constantly inspiring our employees to step outside their roles and consider a different approach. For us, it's not enough to be different. We are compelled to start with the end in mind — driving optimal patient outcomes.



CHRIS DAILEY
Global Head of
Technology, Cenduit

A certain level of fearlessness is the most important cultural driver of innovation within an organization. It's important to not be afraid to continuously examine internal processes to improve efficiency and quality, to change

software code and absorb the validation and regression burden. Also, companies can't be afraid to try a new way of doing things. Most importantly, they can't be afraid to fail, because from failure comes success.



DONALD DEIESO, PH.D.
Chairman and CEO,
WIRB-Copernicus Group

Companies need to find the best people, find people who are considerably smarter than you, find people who have energy, and trust them. Give them responsibility. Give them encouragement. Never allow them to become complacent. Hire talented people who are passionate about finding a better, smarter way to do things. We are committed to helping the industry bring new drugs to market in less time, at a fraction of the cost, and with far less risk to research volunteers. We are energized around this goal and confident in our ability to drive positive, transformative change to that end.



JOE DEPINTO
President,
Cardinal Health
Specialty Solutions

Environment is an important component to creating a culture of innovation. When teams work together in an open setting that allows for ideation and sharing, it helps empower individuals to actively collaborate on ideas to develop products, improve process and technology, and optimize market opportunities. The availability of appropriate resources to connect new ideas to future needs in the market is also critical. A culture that embraces innovation is one that is willing to support its people in taking risks to bring their ideas forward to help shape the future markets.

Melinda Richter, head, Johnson & Johnson Innovation JLABS, says to foster a culture conducive to successful innovation she believes in three Cs: creativity, collaboration, and community.

“First is creativity; we shouldn't be afraid to push limits in un-ventured areas, be bold;

and ask for forgiveness,” she says. “Next is collaboration. Innovation doesn't happen in a vacuum. Work with your team and with other companies. Listen and learn from people who may bring perspectives different from your own. Third is community. The impossible seems possible when you're surrounded by a

community of people who are passionate about the same mission. Be inspired, get involved, accept a helping hand and pay it forward.”

Shideh Sedgh Bina, co-founding partner of Insigniam, says an innovative culture requires a leadership mandate.

“Innovation must be one of the top three



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ASHIK DESAI
Executive VP of Business Growth & Analytics, ContextMedia:Health

Commitment to innovation isn't a task, it's a perspective, and your team must understand what their north star is. To encourage innovation, an organization's leadership must effectively communicate why it is important, and outline what the ultimate goals are for the organization. Additionally, leaders must provide their teams with resources. While some believe that the pressure of time drives the best creativity and innovation, it turns out, that's not true. Instead, it's more helpful to give people adequate time to work on innovations, and to drive urgency through results instead of deadlines.



AMY DUDA
Executive VP, Strategic Planning, Sudler New York

Which is the greater value for the rider, a hi-spec bike or the desire to customize their ride?

I would suggest the latter, which grows from a culture of creation rather than one of transaction; someone else will always be able to outspend on the hardware. When we allow all thoughts for getting a silkier shift/smoothier ride/faster ascent then we are outsmarting the barriers. We often want to believe that innovation should be someone's job, or at least their title. In our organization we have found that an emphasis on creative thinking is beholden to all team members: supporting time and activities that nurture creative thinking has engendered an authentically innovative approach to our business and our clients' challenges.



KATRINA FIRLIK, M.D.
Chief Medical Officer and Co-Founder, HealthPrize Technologies

A diversity of opinion is key. Within a healthcare organization, it's critical to have team members or at least consultants with experience outside of health-

care, to bring new ideas in. A culture of thoughtful listening is also important. Everyone's ideas need to be heard, regardless of rank within the company. You never know where the next brilliant idea will originate.



GREGG FISHER
Managing Partner, The Stem

Notoriously risk averse, pharma companies often discourage risks. To correct this, consider creating an innovation fund that finances promising new ideas and celebrating those who failed but learned from it. Innovations are rarely new to the world; rather they are variations on existing ideas applied in a new context. To reduce information stovepipes, make knowledge management a priority. Assign knowledge curators who publish learning in priority areas, formalize sharing of case studies, and convene working groups to cross-pollinate ideas. The best ideas are inspired from outside. But pharma does not usually seek such thinking in a structured way. To fix this, companies should invite diverse suppliers to present solutions to challenges, use open innovation platforms to bring in fresh thinking, and formalize the synthesis of cross-industry best practices to inspire ideas.



DAVE FITZHENRY
Managing Partner, Trinity Partners

The vast majority of recent blockbuster launches have been sourced by the commercializing company from outside its own R&D organization. Becoming an innovation hub requires a whole company culture, mindset, and system of behavior. Keeping an open mind, evolving with a changing market landscape, and avoiding the not-invented-here mindset are critical to success in the current environment. Companies that have had the most successful new launches — J&J, Gilead, Novartis, Biogen, etc. — have all taken calculated risks on critical assets and invested heavily in R&D to ensure that these assets are optimized in the marketplace. On the flip side, some of the laggards in the industry held on too long to outdated models of closed science and incremental innovation and have

ended up overpaying to get into the game, or being swallowed whole by other organizations.



TASSOS GIANAKAKOS
CEO, MyoKardia

It starts with a shared vision of how patient lives can be changed by the science. Every member of the team must not only possess such passion, but be able to recognize, nurture, and encourage it in others. Creating and maintaining a true culture of innovation is decidedly a team sport. No one gets there alone.



MIREILLE GILLINGS, PH.D.
President, CEO, and Executive Chairman, Huya Bioscience International

We drive innovation by rewarding those employees who use their expertise to select and champion the most promising potential product opportunities. Our vision is to identify and add value to the wealth of therapeutic opportunities from China. As a result, Huya has built one of the largest databases of Chinese pharmaceutical compounds, which includes 14,000 compounds.



RICK GONZALEZ
CEO, Navidea Biopharmaceuticals

Dedication and big picture thinking are most important. These characteristics or ingredients allow an organization to take the resources, tools, and products it already has and build upon them.



FORREST GREEN
Chief Innovation Officer, Juice Pharma Worldwide

First and foremost is respect. People contribute ideas generously when they believe they'll be respected, not instantly shot down. Gen-

uine appreciation breeds innovation. Ideas when newborn always have room for improvement, but too often leaders nit-pick rather than celebrate the courage and imagination that yielded them. The next ingredient is healthy group skepticism. Practical innovation thrives when teams anticipate roadblocks, voice concerns or interests, and co-create robust solutions. Nobody wants a trophy just for showing up. Innovative teams want real-world wins. So there's both a yin and a yang to cultures that foster innovation.



RUSS HELMS
CEO, Rho

Employees are the greatest asset any organization can have, and developing a company culture where employees feel engaged, encouraged, and empowered helps pave the way for successful innovation. Engagement programs that help employees grow professionally and personally teach employees new ways to approach their positions and provide opportunities to share ideas with coworkers. Investing in employees, building an open environment, and promoting achievement of professional and personal balance are all key components to employee engagement. And when employee engagement is part of the company culture, so is innovation.



MATTHEW HOWES
Senior VP, Marketing Innovation, Palio

When you ask people to define innovation, most think of new technologies and inventions. But the word innovation comes from the Latin *innovatus*, meaning renewal — a much more powerful concept. The real promise of innovation is self-generating business renewal. By making renewal the goal of innovation, and focusing internally on governance, leadership, competencies, and infrastructure to support it, companies can improve their ability to make products more competitive, to advance relationships with customers, to create new opportunities in the market, and to exploit new sources of revenue.



JULIE KÄMPF
CEO and Chief Possibilities Officer, JBK Associates International

Here are three essentials: focus on talent, because that's what ultimately sets companies apart today and what makes innovation possible; embrace diversity, including diversity of thought, because different perspectives spark innovative solutions; and build trust at every level within the organization, because employees need to know that the organization will support them when they take risks and fail on the way to innovation.



GLEEN KEET
CEO, Clinovo

A culture of innovation can only emerge when ideas flow seamlessly within the organization. Avoiding team compartmentalization and business silos, and allowing cross-pollination of ideas and best practices are key ingredients here. This is made possible by implementing cross-company communication channels from individuals to the group and the top management. We also think promoting employees who take ownership of their own projects and think of the company as their own is a key signal that organically attracts innovative thinkers and lays the ground for a culture of innovation.



ROMAN KUDRYASHOV
Product Marketing Manager, MediSolutions

We've found that successful innovation sometimes means less innovation. It's not hard to come up with a good idea — or a hundred — but it takes focus and commitment to turn an idea into a functional, profitable business. We've chosen three principles to guide us. To innovate for real problems and market needs, we switched to a user-centered methodology and now spend as much time talking to customers as we do building products. To allow for fresh perspectives, we grew our team with members who have no preconceptions about the business of healthcare.

To validate our assumptions, we switched to an agile development process. We include investigative measuring and feedback from the very start, which gets us quicker results on a smaller budget, allowing us to work fast and learn faster.



JAY LICHTER, PH.D.
Managing Director, Avalon Ventures President, COI Pharmaceuticals

A culture that fosters innovation is one that supports challenges to scientific dogma and the status quo. As an industry, we are constantly working to make the unpredictable process of drug discovery, predictable. Through the process we cannot forget that we have to follow the science and our instincts, and it is especially important that the innovators focus on innovation. At COI Pharma, we have consolidated the operational processes for all our portfolio companies, so that our entrepreneurs can maximize their time pursuing a new path forward in drug discovery.



KEITH LIU
Senior VP Products and Innovation, Klick Health

Most modern enterprises have quarterly and annual financial targets with operating structures that are biased toward predictability and risk reduction, not exactly the catalyst for innovation. Research through experimentation is the fuel for innovation success. Even failed experiments should be viewed as waypoints toward new solutions rather than as a waste of resources. This is why the early stages of any organization's innovation mission should be insulated from the normal constraints of a company's quarterly focused cadence, short term ROI and quick-win culture.

MIKE MCCARTNEY
General Manager, Sandbox

I've experienced the greatest success when there are three ingredients: vision, champions, and perseverance. Without a shared sense of purpose and desire for continual improvement, organiza-



tions and individuals can get complacent fast. A well-articulated vision enables teams to pull together and overcome the barriers to innovation. Some lead and some follow, and that's okay. By aligning leaders to the vision and inspiring the followers, true champions emerge with the passion that drives initiatives to innovation. Often, innovations are born not of a single, breakthrough idea, but over years of experimentation and evolution. Perseverance is the path to innovation.



JAMES MCDERMOTT
VP, Cello Health
BioConsulting

Success is the enemy of change, and change is essential to innovation. When times are good it is easy to convince yourself that your culture, business processes, and systems are aligned and performing well. However, the inertia resulting from doing everything the same way all the time eventually catches up with the organization, and getting out of that rut becomes increasingly difficult. Innovation provides value because it stretches the boundaries of an organization. Business leaders adept at inspiring new thinking foster a culture that embraces a degree of organizational restlessness, exhibits comfort with ambiguity, balances old with new, offers creative incentives, encourages new thinking and rewards risk-taking. The journey is challenging, but the rewards are immense.



WILHELM MUEHLHAUSEN
Head of Innovation,
ICON

Innovation must be an integral part of the published strategy and operation of an organization rather than being the role of individual champions. It requires investment in the form of systems, for example crowdsourcing platforms that facilitate input from all employees and the budgets to evolve ideas from prototypes into value-added services or products. The potential rewards from successful

ideation can be immense and therefore innovation needs to be approached in a positive way.



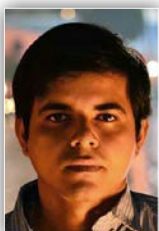
JIM O'DEA
President and CEO,
Rx EDGE Pharmacy
Networks

Cultivating an environment that is open, honest, and sharing is the most critical ingredient — not as a company platitude, but as a way of doing business. It is also important to recognize that innovation comes in all shapes and sizes. For example, adapting new tools that improve company procedures may seem like a worthy but unremarkable achievement. But it is business process changes like this that help to increase a company's efficiency and provide the foundation for delivering breakthrough products and services. The most successful companies will celebrate innovation of all kinds and reward the people and teams who bring it about.



JEANINE O'KANE
U.S. Managing Director,
inVentiv Health PR Group

Cultures conducive to successful innovation require three commitments. First, you must be a strong, ongoing investor in employees. Investment in the growth and development of your workforce will create educated, empowered employees who see market shifts before they happen and are able to offer a variety of perspectives — all enhancing a company's ability to spark innovation. In addition, you must be committed to being tirelessly collaborative, creating employees who are open to joining forces to uncover new approaches and solutions. And finally, your environment must be open, allowing employees to have a voice and, more importantly, have their voice heard.



KINGSHUK PODDAR
Research Assistant,
Department of
Orthopedic Surgery,
Yong Loo Lin School
of Medicine, National
University of Singapore

Organizations thrive on a set of norms and practices

and cultures. These rules have to be overlooked to make way for innovative processes to make way. If that process becomes a practice then it ceases to be an innovation. So, freedom at the cost of breaking culture rules leads to innovation, often at the cost of regulatory framework. For example, good manufacturing practices and Six Sigma-like process optimization protocols have to be re-evaluated to particular context if innovation has to thrive and lay rules, which are deemed to be broken and rewritten by future innovators.



VIVEK RAMASWAMY
CEO, Axovant and
Roivant Sciences

The two most important building blocks for an innovative culture are the quality of the talent pool and the presence of appropriate incentives for thoughtful risk taking. With respect to enriching its talent pool, our industry has a long way to go in attracting the brightest young minds from our nation's top universities, who currently gravitate toward Silicon Valley or Wall Street rather than to pharma. We consciously strive to tap into talent pools extending far beyond the conventional pharmaceutical industry — ranging from MIT-trained computer programmers to leaders of political campaigns — and enable them to work side-by-side with seasoned drug developers from the pharmaceutical industry. This powerful combination of skills has the potential to unleash a new quantum of creativity in our sector. Equally importantly, our industry needs to do a better job of rewarding the talented scientists who take thoughtful development risks that result in the next wave of medicines. While our peers in Silicon Valley and Wall Street often reward star contributors in a manner tied directly to their contributions, our industry needs to do a better job of allowing star drug developers to participate in the upside resulting from the approval of new medicines, rather than just penalizing them through diminished job security in the event of failure. Our company strives to buck that trend by directly rewarding the true innovators in a manner that is directly tied to the success of their projects.

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measures that the executives and leaders are judged by, paid to explore, and incentivized to succeed,” she says. “Companies need a culture where it’s okay for people to have divergent thinking, to be able to go broad and wide, and have ideas outside of what everyone has already converged around.

“There needs to be an environment where it’s okay for people to have unfeasible ideas that they then work on making innovative,” she continues. “It’s a lot easier to take an idea that’s not feasible and make it innovative than to take a feasible idea and try to make it innovative. And then lastly, there’s got to be room for measures of success other than the traditional measures of completing a project within a budget and with a certain ROI or an internal rate of return.”

Tom Hospodar, head, global office of strategic planning at Sunovion Pharmaceuticals, believes one important type of innovation is continuous improvement.

“Because this process is incremental, it tends to be more in tune with the natural cadence of an organization and causes less disruption,” he says. “But over time, small changes add up to have tremendous impact. In our global clinical development organization, we are building a culture of learning and

We foster innovation by establishing an entrepreneurial culture, hiring talented people and, above all, removing managerial constraints to allow talent to flourish.

DR. NIRANJAN SARDESAI
Inovio Pharmaceuticals



empowerment to better foster this approach. Furthermore, we believe continuous improvement is an inclusive type of innovation where all employees can actively contribute. If everyone is willing to take that first small step we’ll continue to make extremely significant improvements to our business.”

David Meek, executive VP and president of oncology at Baxalta, says dedication to a common purpose across all levels of an organization is the root of innovation.

“We have a novel product governance model aimed at opening communication across functions such as R&D and commercial,” he explains. “While members of these teams have extensive marketplace and oncology experience, the talk isn’t all shop. In oncology, open

communication means the freedom to share and learn from true stories of cancer patients, friends, and family members. Innovation, in this case, is using a novel team structure and ethos to encourage storytelling that inspires empathy. Without that, there is no center to the phrase patient-centric.”

At Pfizer, the foundation of innovation embodies a corporate culture that includes a common innovation language to expedite knowledge sharing and progressive learning,

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JAMES ROGERS
Founder, President, and
CEO, Nextrials

I think private companies do a better job of creating innovation than public companies. Most public company innovation is derivative work. Successful, innovative companies understand the difference between creating and producing. Creating, which is true innovation, is the act of bringing something new into existence. Producing is simply taking things that already exist and combining them into something different. In order to tap true innovation a company's culture must put a large value on the act of creating.



BRYAN RUSSIANO
Executive VP, Strategy,
Traverse HealthStrategy

Organizations that have truly created a culture of innovation all seem to share three common approaches. The first is top-down support. If innovation is not valued and encouraged at a senior level, it is rarely attempted at a junior one. People are too worried about risking job security. Second, a balanced approach is needed. Whether it is a 70/20/10 model or another, a balance has to be struck between proven approaches, growing tested efforts more broadly, and beta testing new approaches. Organizations should never forsake the proven, but never rest on it either. Finally, whether the innovation succeeds or not, understanding and broadly sharing the what and why transitions it into a learning experience for the organization, not a failure that others may repeat. This is how every innovation effort can help impact an organization long term.



BHASKAR SAMBASIVAN
VP of Life Sciences, NA &
UK, Cognizant

Often there is a lack of focus and a dedicated enabling group to drive innovation as a priority. Many organizations get fully consumed in running the day-to-day business. Also the same people running the busi-

ness are also responsible for driving innovation. Successful organizations have dedicated innovation groups to focus on innovation and transformation. Measurement of innovation is not properly established. The criteria that is used for measuring success in day-to-day business should not be used to measure innovation. These innovation groups need to be encouraged to experiment, take risks, and fail fast so that they can learn and get better in their next venture. There is also a lack of empowerment and environment. The innovation group needs to have the empowerment and the necessary tools to get going on their ventures and foster newer ideas from the community.



DON SCHENKER
President and CEO,
Synergisix

For years, standardized corporate culture has separated the workplace from outside distractions as the clarion call for high-yields and productivity. As millennials entered the workforce demanding greater work-life balance, companies were enabled to push the boundaries of product and service innovations. A key ingredient to mastering work-life balance is to empower staff with decision-making abilities about how their professional and personal responsibilities can align. Our staff achieves an optimal work-life balance, which allows for intrapreneurialism and encourages freedom of thought. This holistic approach is reshaping traditional brainstorming methods to generate progressive and disruptive thinking in the life-sciences marketplace.



ADAM SORKIN
Entrepreneur-in-
Residence, National
Institute of Allergy and
Infectious Diseases

There are many important ingredients for creating an innovation culture, including prioritizing teambuilding for the right mix of creativity and competence, a flexible environment, and an engaged management team. However, a successful innovation culture hinges on articulating and adopting a clear vision. I have seen many companies fail because their leaders were

unable to convey a distinct vision statement that was not hopelessly vague or mired in irrelevant technical detail. The most successful innovators know where they want to go, how they want to get there, and when to get out of their team's way once they've bought in.



RICH TREMONTE
Senior VP,
Global Generic
Pharmaceuticals,
AmerisourceBergen

It starts with encouraging the piloting of new ideas — combined with a process that guarantees that all ideas are reviewed and vetted. This ensures that all levels of the company contribute to our innovation, and that credit is given where it's due. And it's not just the ideas that people end up wanting to contribute — it's also the work toward turning a good thought into meaningful results for the company. We've seen this in our BluePoint private label generics program, our Certio data portal for generics manufacturers, as well as efficiency improvements in our distribution centers.



JEREMY VANNATTA
VP, Business
Development,
ExtendMed

Innovation happens when people look to solve existing pain points in new creative ways. Few organizations are set up to encourage innovating following product launch with so much sunk cost to recoup. Organizations have to allow for, and even encourage, small-scale failures to see which experiments work, and evaluate them over a longer time horizon than next quarter. While there are some innovations in how pharma interacts with customers, especially in specialty pharmacies, most innovation is technology related. Organizations need to have IT/IS specialists ingrained into marketing and medical affairs to encourage new programs and ease internal pain points.

MATTHEW WEST
Director, Advice Personnel

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Innovation occurs when leadership at a company encourages and inspires long-term goal thinking rather than focuses on short-term goal completion. When companies focus on meeting bottom-line numbers and financial projections, employees have limited opportunities to envision the possibilities of what could be beyond what needs to be. Many times, managers are worried about their teams being 100% billable. However, the companies that are thriving are carving out non-billable portions of employees' days and mandating idea generation beyond project completion. Employees feel valued and tend to be loyal to companies when they feel a certain amount of freedom in their positions.



JANET WINKLER
Group President, PHCG

"An entrepreneur is someone who leaves the shortest time possible between an idea and its execution" — Marcel Bleustein Blanchet, Founder, Publicis Groupe. We can get all caught up in the

romantic notion of innovation but at the end of the day, it's about getting ideas off the page and getting it done. A few tips: be the facilitator, not the person who always sends teams back to get more information; build on ideas — the devil's advocate is the idea killer trying to look smart; reward and recognize bravery — it will become infectious; and experiment — often.



MICHAEL WOODS
President and CEO,
Schulman IRB

A culture of innovation begins with open communication. This provides the best climate for collaboration, which leads to the maximum development and achievement of the organization's goals. Encouraging all team members to ask questions, discuss ideas, and examine potential solutions keeps everyone engaged and thinking creatively. Companies need to ensure that ideas are heard and that the ideas will be supported. Often the best ideas come from unlikely places, and inviting open communication helps ensure that the organization has access to the most robust idea mine possible.



Having people in the company who can innovate is important, but having the right people who can recognize the innovation and execute is just as important.

MARK TIMNEY
Purdue Pharma

says Linda Lohr, Ph.D., senior director of portfolio strategy, worldwide research & development, Pfizer.

"This culture provides exposure to idea networks with diverse thinking to uncover and explore new ideas," Dr. Lohr says. "Innovation incubators and hubs encourage and reward breakthrough, value-added innovation. Rapidly testing and learning from novel concepts fosters agility so that the innovation process does not stymie the creative thinking process. The overall objective is to create new value for an organization and its customers by aligning the innovative idea with specific business drivers and strategic objectives."

Mark Timney, CEO of Purdue Pharma, is creating a company culture in which employees feel empowered and, ultimately accountable, for taking responsible risks.

"Leaders need to foster an environment in which questioning traditional ways of doing things and relentlessly seeking to improve upon them, even discontinuing them, is just part of everyone's day job," Mr. Timney says. "Innovation needs to be in the culture

across the entire company, because it's not just R&D's job to innovate — not anymore. Having people in the company who can innovate is important, but having the right people who can recognize the innovation and execute is just as important."

Brent Saunders, CEO and president of Allergan, concurs that culture is key to building a company that powers new ideas, and it begins with leadership.

"A CEO must be the chief culture communicator, spending time with employees and customers to convey key values with both humility and boldness, and receive feedback regularly," he says. "A bias for action and acting fast, coupled with accountability and support, are critical; if failure is accepted as a part of the process, employees will feel empowered to think boldly and push boundaries in unprecedented ways. Employees should understand that being bold provides a competitive edge and looking beyond the organization's own walls for inspiration fosters collaboration and drives innovation."

Dr. Niranjana Sardesai, chief operating of-

ficer at Inovio Pharmaceuticals, is driving innovation in his organization by fusing science with an opportunistic mindset linking innovative product development with strategic partnering and M&A/divestiture of assets.

"By establishing an entrepreneurial culture, hiring talented people and, above all, removing managerial constraints we allow talent to flourish," Dr. Sardesai says. "With our key product innovations in the area of optimized DNA design and efficient DNA delivery, our research efforts are leveraging the power of genomics to unlock the promise of DNA-based therapies in both population-based settings as well as personalized medicine in the fight against cancer and challenging infectious diseases."

Yuval Cohen, CEO of Corbus Pharmaceuticals, is taking his company's commitment to innovation beyond the science and is embracing social innovation and providing his team members with the opportunity to give back.

"Every one of our team members shares a passion for improving the lives of patients suffering from rare inflammatory diseases, and this commitment extends beyond our working environment and into participating in activities with patient advocacy groups such as fun walks, bike rides, annual galas, etc.," he says. "We find that this type of engagement is an incredible driving force for innovation and productivity." ^{PV}