

The Innovators' Roundtable

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By Taren Grom

Innovation means different things to different people. Sometimes it's a big leap and sometimes it means iterative changes to a process that lead to a big impact.

We tapped into innovators from around the industry to discover how they view this hot topic and what innovation means to them.

► Defining Innovation

CARMINE JICHETTI, OGILVY HEALTH.

A few years back, while going through the exercise of convincing the executive committee that an innovation lab would bring value to our company, I did as much research as I could on the subject of innovation. I found a great deal of very overconfident definitions with the words “change” and “disruption” carpet-bombed throughout the literature I read. Well...how do you know if what you're doing will change or disrupt until you're finished

innovating? Retroactively labeling something “innovation” did not seem right to me. So rather than pass someone else's definition on, I got a team together and tried “innovating.” What I quickly discovered is that it's a process. First was the realization that it had to be directed toward a problem. Blue-sky thinking without focus turns out to be somewhat detrimental to a timeline. Second was the concept had to be novel. If it's not new, then it's really optimization, no? And finally, does it have

value or what the specific industry determines to be of value? Truth be told, to define something means giving it exact meaning. I don't think innovation should have those guardrails; you'll just know when you're doing it. It's probably the reason it took so long to convince the higher-ups to invest in it.

ANSHAL PUROHIT, PUROHIT NAVIGATION.

Defining innovation means seeing the possibility in every situation and being willing to

try something completely uncharted to get there — and fail probably a few times as well. I've definitely made my share of mistakes over the last couple of years, and I think that's part of the innovative process of seeing possibilities and continuing to carve a path until you get there.

TIMMY GARDE. LEVLANE.

If you had asked me that question a year and a half ago, I would have answered it very differently. To me innovation is the way to do business right now. We've got to be innovative in the way we are conducting business, because under the new normal everything's changed. Dealing with clients, dealing with patients, dealing with consumers, dealing with advocates, it's a different way of communicating. We haven't been taught this way, and we have had to learn by trial. Nobody knew that we were going to go through a global pandemic, and many pharmaceutical companies are global, so we have had to learn to pivot — operating both internally and externally — to bring about the best way to conduct business that'll lead to the best health outcomes for patients and consumers.

MIKE REA. IDEA PHARMA.

The most important observation is separating invention from innovation. It's the recognition of an idea and ability to bring it to market, which is the classical definition of innovation, creating value or the return on invention.

All pharmaceutical companies are not the same; some companies are more inventive, and some are more innovative, some are able to launch, some are less able to do that. And that's a structural, organizational component; they can organize to do better or they can organize to do worse in many cases. These last 18 months have shown us that from 140 or so vaccines we've got five or six that are viable for the market. The ability to deliver, the ability to launch, the ability to distribute, to manufacture, are all critical parts of innovation. It's easy to get drawn into a conversation as to whether innovation is about creativity, the definition that we like to work with is the creation of value from invention.

ROB GOODWIN. PFIZER.

As a development organization, we have been training for innovation for a long time, similar to a marathon. We had been working through how we organize, how we produce the work we were doing, and how we innovate. So, when the pandemic happened we were ready to go. We've all been impacted, and this is what creates a bond for everyone, because no matter where you are around the world, no matter who you are, we all have our ups and downs

that we're dealing with, whether personal or work. We employed everything we possibly could on our vaccine study, every innovation, to move forward with a breakthrough medicine, and we had to breakthrough ourselves in terms of how we do drug development.

PEYTON HOWELL. PAREXEL.

We have found that a patients-first purpose has been transformational for accelerating innovation. I always knew the power of purpose, but I think we've seen it all in action through this pandemic, and how important shared purpose is to driving results and for clinical trials to be patient-centric. We've been talking about this for a long time, but now we're acting on it, and that's really the connection that we've made in terms of innovation — innovating how and where clinical trials are conducted. By connecting clinical trial diversity directly to a patient-centric purpose, we've ignited a real passion across Parexel. And that's really what has made the difference from an innovation perspective.

JOE DUSTIN. BRISTOL MYERS SQUIBB.

If there's any silver lining from this pandemic, it's the ability to try and push some of the great ideas that many of us have been working on for five-plus years. I'm a technology guy by trade. I try and challenge the status quo. It's about asking the right questions, finding the right people to surround yourself with, and getting buy-in from those around you to go forward in a change. As the head of clinical innovation, I also oversee change management, and innovation doesn't happen without change. We all are on a mission for patients. But we also bring science. We are the people who make the medicines that help people, and we have to be infused with what patients need and how the experience should go. It's never just about the technology — the whole process is about making innovation a reality.

BRUCE HELLMAN. U MOTIF.

For us, igniting innovation is about connecting with individuals. We listen to the stories to understand what gives patients a better experience. And what we learn from different people, from different ethnicities, informs a lot about how we need to design technology and solutions.

For us, it's looking at the macro. How can we make a big difference to the world? And then, we go to the individual to understand how we can help them.

Pharma Innovators

IDEA Pharma's Pharmaceutical Innovation Index aims at ranking companies in their ability to bring products from Phase I/II to market and commercialize them successfully, and uses a range of clinical, regulatory, and commercial metrics to do this, ranging from the corporate level down to individual products.

It is important to note that each metric, measure, or index must exist (somewhere), be gettable (either full or derivable), be useable (compare like with like, transferable), and be available across all companies under consideration. Sources include company websites, third-party institutions (e.g. FDA, clinicaltrials.gov), syndicated and analyst reports, etc., which are analyzed and rolled up at the company level for innovation and commercialization and ranked.

2021 PHARMACEUTICAL INDEX

Company	(Change in Rank)	Innovation	Invention
Eli Lilly	(+4)	1	4
Roche	(-1)	2	13
Regeneron	(+7)	3	6
Seagen		4	22
Incyte		5	2
GSK	(+5)	6	16
Sanofi	(+10)	7	24
AstraZeneca	(+1)	8	6
Pfizer	(+7)	9	3
Gilead Sciences	(+8)	10	11
Novartis	(-7)	10	9
Merck & Co.	(-6)	13	10
Johnson & Johnson	(-5)	15	8
Bristol Myers Squibb	(+6)	17	1
BeiGene		27	5

DR. STACY WU. SUNOVION.

At Sunovion we have strong cross-functional collaboration across all stages of the drug development process — really, at all levels of the organization, we have the ability to reach across the aisle and have conversations and brainstorming sessions with colleagues from different departments. For example, I can talk to my colleagues in discovery sciences who are developing and creating these novel compounds that we're bringing through in later stages of drug development. And I can just as easily meet with my commercial colleagues to find out what their key drivers for success

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Igniting Innovation



AMY DUROSS
Co-Founder and CEO, Vineti

I'm igniting innovation by opening up cell and gene therapies to patients in need.



ED IKEGUCHI
CEO, AiCure

I'm most interested in blazing new trails by exploring the innovations around digital endpoints, and really understanding how these technologies in the form of AI, machine learning, and computer vision can really start to make an impact on clinical medicine and not just clinical trials.



JIM LANG
CEO, EVERSANA

I'm blazing a new trail with 4,000 team members by my side. Together we're reinventing how products are brought to patients. With an emphasis on together, we live our values, and with our life-science partners we are bringing more products to market than ever.



BRIAN WAMHOFF, PH.D.
Head of Innovation, Chief Operating Officer, HemoShear Therapeutics

Change and innovation seem to always require putting others first, and when you do, good things seem to happen.

are. We also have a mindset that every individual, regardless of title or department, has the potential to make valuable contributions.

► Can Innovation Be Taught?

CARMINE JICHETTI. OGILVY HEALTH.

In my experience, innovative thinking does not need to be taught. Most of the time, the people who are involved in the innovation process on a given project are excited to be a part of it. They come in eager to show off their imaginative skills. One of the harder parts of my job is knowing when to corral the creativity for the sake of the timeline. Restrain it too soon and there might not be enough substance to the idea, too late and it's a bridge too far. What proves to be the hardest part is coaxing the innovative talent from people who self-identify as "not creative." Most of the time it's not that they aren't creative, it's that those muscles haven't been exercised. If you're questioning why those self-deprecators are involved in the innovation process the answer is simple:

perspective. Team dynamics play a vital role in the innovative process. Diversity of disciplines combats tunnel vision, which can ultimately limit the process.

JOE DUSTIN. BRISTOL MYERS SQUIBB.

Being an innovator has to be part of your DNA. I think you can teach it, but there are some people who are inherently uncomfortable with new things. You have to be willing to challenge the status quo, sometimes I say break the rules. I do think that to be able to excel at being innovative is part of one's DNA. You can follow a process, but again, why is innovation a process? I think it's a DNA thing.

ROB GOODWIN. PFIZER.

I think innovation is part of one's DNA, but

Sparks of Innovation — PharmaVOICE 100 honorees reveal their approach to innovation in their organization, how they create a structure to meet audacious goals, and how they inspire their teams to think outside of the box. [pharmavoice-100-celebration-sparks-innovation/](#)

The Red Jacket Panel: Igniting Change — During an in-depth conversation, our 2021 Red Jackets shine a light on a transforming industry, share their predictions for what the future holds in a post-COVID-19 world, and how they are igniting change to create a healthier world. [pharmavoice-100-celebration-red-jacket-panel-igniting-change/](#)

Also, PharmaVOICE 100 honorees answer questions from the audience: [pharmavoice-100-celebration-ask-pharmavoice-100-session](#)

maybe there will be an mRNA jab one of these days that can help bring that out in everyone's DNA.

BRUCE HELLMAN. UMOTIF.

Not everyone can come up with the most innovative, most extreme design ideas, but the power comes when you get a group of people working together and through the right techniques, and sometimes, the right processes. Sometimes the best ideas come from the naysayer in the corner or the quietest person in the room.

PEYTON HOWELL. PAREXEL.

DNA for the big ideas, and we need folks who we can teach to be part of the change management process. We don't want to leave anyone out of the room. And sometimes it's that one-degree pivot-type change, which may not be a big idea, but ultimately is so impactful to the process.

DR. STACY WU. SUNOVION.

I do think DNA is very important, but I think we can also foster innovation by having the right company culture and team. It's important to foster an open environment of acceptance of new ideas where every person's voice is heard. **PV**



PharmaVOICE 100 Celebration — Ignite

More than 60 PharmaVOICE 100 honorees from across the years participated in a full-day Celebration virtual event to discuss hot topics, what it means to be a successful leader, how they inspire their teams, how they are sparking innovation, and their views on transformation.

Sparks of Leadership — PharmaVOICE 100 honorees share the keys to successful leadership, how they motivate their teams to reach their aspirational goals, and the leadership traits they look for when building high-performing teams. [pharmavoice-100-celebration-sparks-leadership/](#)

Sparks of Inspiration — As inspirational leaders, PharmaVOICE 100 honorees discuss how they raise individual and team performance, unlock potential, and create a culture that fosters passion and clarity of purpose. [pharmavoice-100-celebration-sparks-inspiration/](#)

LEVERAGING THE POWER OF AI TO DRIVE MARKETING PERFORMANCE



Artificial Intelligence (AI) is the technology that everyone is talking about. The big names in Silicon Valley hold dazzling keynotes to showcase the incredible ways they leverage AI to improve their products, and the mainstream press is littered with stories of AI discovering new drugs, helping to identify tumors, brewing tastier beer, and even driving sports cars on the autobahn.

But what about us? How can artificial intelligence help us improve healthcare marketing?

Fortunately, there are a lot of practical-use cases for AI in advertising. Here are two that healthcare marketers can employ right now to enhance their campaign effectiveness.

Predictive insights

It's been said that modern marketing campaigns produce "an embarrassment of riches" in terms of the data they generate. Putting those riches to use is a common challenge, however. Terabytes of data are difficult to analyze, and human perceptions struggle to see patterns across vast and seemingly disparate data points. Fortunately, this is where machine learning algorithms are making a big impact.

By training advanced machine learning algorithms with data from known outcomes—customer journeys resulting in a copay card download, for example—we can identify the common factors in the outcomes we desire. This insight may then be used to develop models capable of predicting outcomes from future customers.

Models trained on prescribing behavior, for instance, could be used to predict physicians who are likely to move from trialists to full-blown adopters, or active prescribers who are likely to lapse. These probabilities may then influence the cadence, channel, and tone of future marketing communications to reinforce or curb that behavior.

As an added bonus, the training process will also provide insight on which indicators led to the prediction. Does the overall number of campaign touchpoints correlate to higher total prescriptions? Or perhaps the number of sales rep visits is a better indicator? Or the number of web visits? Or video views? Or some combination of different things?

AI can help answer these questions, allowing savvy marketers to adjust their campaigns accordingly.

Bryan O'Malley is head of technology at Fingerprint and may be reached at bomalley@fingerprint.com.

Fingerprint is biopharma's commercialization partner for analytics-enabled integrated solutions. At its core is an award-winning global team of more than 580 people who are committed to creating and executing meaningful brand experiences for healthcare providers, care partners, and patients. Learn more at www.fingerprint.com.



Bryan O'Malley
Head of Technology at
Fingerprint

Language optimization

Languages are complicated and often difficult to learn. Even within the same language there can be different dialects and nuances depending on geographical location; slang and contractions that make the conversation feel less formal; and cross-pollination of words and phrases from one language to another. They're also very flexible, allowing us to convey the same information in a variety of ways.

Most apples are red.

Typically, apples have a red color.

Becoming fluent in a new language is notoriously difficult, yet even the most complex language follows a discrete set of rules—something that computers excel at.

A subset of AI called natural language generation leverages the flexibility of languages to create variations in messaging that adhere to the rules of grammar. For example, it can take an existing email subject line, generate 20 new variations, then test the effectiveness of each by measuring their effect on the open rate.

This same approach can be used to optimize the content in search or social advertising, increase click-through rates on display ads, or adjust the call-to-action on a website. Anywhere that text appears in a campaign, AI has the potential to improve its effectiveness through systematic iteration and testing.

Several companies already provide natural language generation as a service, putting this powerful capability within reach of every marketer.

We may only be scratching the surface of what artificial intelligence can do, but these two capabilities are ready for practical use today. Together, they'll make your campaign more personal and more effective.

