

HBA's 2014

RISING STARS

THESE HIGH-POTENTIAL WOMEN, WHO REPRESENT ALL FACETS AND DISCIPLINES OF THE LIFE-SCIENCES INDUSTRY, ARE BEING RECOGNIZED BY HBA CORPORATE PARTNER COMPANIES FOR:

- ★ Significantly contributing to their organizations.
- ★ Exemplifying true leadership and acting as a role model for others.
- ★ Assisting those in subordinate or peer positions and being a team player.
- ★ Exhibiting dedication to the healthcare industry.
- ★ Being a shining example of “top talent” in their organizations.

★ LEADERSHIP QUALITIES

The 2014 HBA Rising Stars define the traits that make a great leader and outline the qualities they believe are the most important for good leadership.

(Please see the digital edition at pharmavoice.com to read more insights from the HBA's Class of 2014 Rising Stars.)

★ LEADERSHIP QUALITIES

JOYCE ACBAY. Actelion Pharmaceuticals. Strong qualities that I have observed in leaders are the ability to assess complex situations and offer value. Good leaders have a passion for coaching, mentoring, and helping others. Good leaders enjoy building highly effective, diverse teams that collaborate and are genuine business partners. I believe that being respectful of others with a people-focused approach is important. I value leaders who are always seeking ways to grow and learn because there are many opportunities to learn at any given time.

KARIN LOCOVARE. JUICE Pharma World-wide. The most important quality is having a clear, focused vision and rallying the team around that vision. It's important to make people feel that they are part of something bigger than themselves and driving toward a common goal. The second quality is giving the team the right level of inspiration, support, and tools needed to get the job done in a way that is empowering to them. And the third quality is having a human side, and bringing

some humor and compassion to the work/business environment.

MARIE MCDONALD. Quintiles. I've had the opportunity to work with several inspiring leaders during my 15-year career in healthcare. Each had an innate desire to develop those around them and drive the highest level performance possible. My goal as a leader is to build the most productive environment for my team to be successful. This requires building relationships that create trust, open dialogue, and transparency. By opening the lines of communication and developing a sense of team, we are better able to collaborate and work together, which ultimately allows us to better solve our customers' most pressing challenges.

HEIDA JONSSON. Flashpoint Medica. Leaders should motivate those around them with their words and actions, acting with compassion, composure, confidence, and persuasiveness. A leader must be self-aware and listen with an open mind to find effective solutions to problems. With confident direction, a leader will emphasize people's strengths and minimize shortcomings to reach a stated objective. By clearly and effectively communicat-



It is imperative to build trusting relationships as these networks enable one to achieve business goals.

★ **JAMEE ASHMON**
UCB

ing objectives and goals, a successful leader will inspire confidence and encourage a unified approach to reach a successful conclusion. A leader will encourage success by effectively maximizing potential.

JAMEE ASHMON. UCB Inc. The top three qualities of a leader are being trustworthy, results-oriented, and having an A to Z understanding of the business. It is imperative for a leader to build trusting relationships as the use



My goal as a leader is to build the most productive environment for my team to be successful.

★ **MARIE MCDONALD**
QUINTILES

of these networks enables one to achieve business goals. A results orientation is also critical, especially in the face of challenges. One needs to embody tenacity and focus, while accomplishing goals at a superior level because anything really worth doing takes persistence, perseverance, and determination. Lastly, having a keen awareness of the business by knowing the organization's products or services in-depth, including its competitive position, puts a leader at a competitive advantage in her quest to pursue excellence.

DOROTHY CHIN. McCann Regan Campbell Ward. Leadership is rooted in a person's sense of commitment and respect. A great leader is someone who respects others first and foremost, and gains the respect of others in return. Respect is the foundation of great relationships between people. By exemplifying qualities such as reliability, trustworthiness, and honesty, a leader is showing true commitment to her colleagues and the work they do together. A leader supports others around her, and most importantly, she supports her superiors and subordinates in equal measure. Leadership is about inspiration. People look to leaders because they have ideas, and because they motivate others to aspire to greater things.

MAYAH CURTIS. IMS Health. I believe the most important leadership qualities are driving a culture that encourages integrity, respect, collaboration, and intellectual curiosity; this

The 2014 HBA Rising Stars



JOYCE ACBAY
Senior Director,
Regulatory Affairs
Actelion Pharmaceuticals

Joyce is passionate about mentoring women and helping others reach their professional goals.



LORRIE ALBINSON
Associate Director,
Sales Training and Development
Actavis Brand Sales
Actavis

Lorrie is a distinguished leader at Actavis who plays a critical role in product and career development for our sales representative and management teams.



MEG ALEXANDER
Team Leader
Chandler Chicco Companies

Poised, intelligent, and relevant, Meg is a go-to agency partner, and one of Chandler Chicco companies star players.



DAPHNE ANDRITSOS CALDERON
Senior Counsel
Norton Rose Fulbright

Daphne is a trusted advisor to major hospital and healthcare systems and for-profit educational service providers across the United States.



JAMEE ASHMON
Manager, HR
UCB Inc.

Jamee is truly a Rising Star, who embodies UCB's corporate values and is a prime example of excellence in client service.



CHRISTINE BAEDER
Senior Director
Customer Operations
Teva Pharmaceuticals

Christine consistently represents Teva's values and contributes beyond her functional area. She serves as a coach/mentor, where employees excel under her leadership.



BRIDGET BAGNATO
Senior Global Marketing Manager
Becton Dickinson

Bridget has distinguished herself as a true Rising Star at BD. Her contributions have been essential to BD achieving worldwide growth and her leadership has been exemplary.



SARAH-JANE BARKER
VP, Market Access Strategy
Grey Healthcare Group

Sarah-Jane's strategic abilities and leadership skills have shaped the NY office and bring personal passion to her team. She is truly a Rising Star.



PHYLLIS BARKMAN FERRELL
Global Brand Director, Alzheimer's Disease Team
Eli Lilly and Company

Phyllis is a high-impact leader influencing at all levels, across diverse groups. Known for commitment, she is sought out as a mentor.



ELIZABETH BARRON
Media Director
CMI/Compas

Beth exemplifies the true meaning of leadership. Her zeal, drive, and nurturing personality make her a great mentor to all in our agency.



MARIAN BELSACK
Country Business Manager BeNeLux,
BD Diabetes Care
Becton Dickinson

Marian has demonstrated unparalleled entrepreneurial thinking and creativity. A self-motivator, fluent in five languages, and always seeking out ways to learn and grow, Marian is a true Rising Star.



CAROL BENDIG
Senior Director, Financial Planning & Analysis,
Global Pricing & Contracting
Publicis Touchpoint Solutions Inc.

Carol is a remarkable businesswoman who consistently demonstrates the ability to assess situations quickly and offer valuable, creative, and unique solutions.

The 2014 HBA Rising Stars



ADRIANA BLANCO

Director Diabetes Education program West Area
Novo Nordisk

Adriana is the perfect example of someone who is focused on the development of herself and others. She takes a personal interest in the people on her team by creating future leaders.



KATE BRANCALEONE

Senior Account Director
PDI Inc.

Kate is a veritable S.T.A.R (solid skills, team player, action-oriented, and results-driven). She routinely delivers success across a range of innovative efforts.



HARRIET BURROWS

Manager, Life Sciences
- Customer
EY - Europe

Harriet accelerates innovation and actively mentors women in the workplace and across industry. She demonstrates leadership in building highly effective and diverse teams.



AMY BUTLER

VP, Global Marketing and eBusiness, Life Science Solutions
Thermo Fisher Life Sciences Solutions

Amy has a track record of delivering strong business results with growth and increased profitability, and she does this with a people-focused approach.



CHRISTINE BYNAROWICZ

Senior Manager Direct Sourcing
Covidien

Christine has built a strong reputation as a trusted leader. Using her high energy and drive for results, she has provided the thought leadership to launch a new women's network.



MARIE-CAROLINE CHAUVET

Partner
Insigiam

Marie is a highly effective and remarkable businesswoman. For her clients and the people at Insigiam, working with Marie is an inspiring and powerful experience.



NANCY CHEESMAN

Market Segment Director
Integrated Hospital
Systems East
Bayer Healthcare LLC

Nancy is passionate about leadership development, as a mentor and coach. Her infectious can-do approach has made her an exceptional talent and Rising Star.



DOROTHY CHIN

VP, Associate Creative Director
McCann Regan Campbell Ward

Dorothy has infused her unique insight and skills across the healthcare universe. A recognized creative force and a natural leader, she is a Rising Star who is clearly light years from her apex.



DEBORAH CIAURO

VP, Creative Director
Ogilvy CommonHealth Worldwide

Deb possesses the perfect blend of masterful leadership qualities and an incredible eye for award winning creative.



TAMARA CIBENKO

Principal, Deloitte Digital
Deloitte

Tamara's professionalism extends beyond her client's needs as a committed mentor, talent developer, and volunteer.



LANEY COHEN LANDSMAN

Assistant VP
Makovsky

Laney leads Makovsky Health account teams, mentors a staff of six, and has deepened her healthcare industry knowledge and experience through advocacy and communications efforts. She is a Rising Star.



JEMMA CONTRERAS

Director
Campbell Alliance

Displaying tremendous leadership ability, Gemma has gained immense respect from colleagues and clients alike. She is one of Campbell's most successful project managers.



Leaders should motivate those around them with their words and actions, acting with compassion, composure, confidence, and persuasiveness.

★ **HEIDA JONSSON**
FLASHPOINT MEDICA

creates the heartbeat and energy to ride out the high and low tides, both collectively and individually. Second, leading by example with authenticity and diplomacy is important as this develops trust and commitment with others to drive performance to a higher level. Third, leaders need humor and a bottomless candy jar.

KEYURI SHAH. EY. A leader is a visionary. She sets the direction of the team. Leadership is not just about guiding others — it's about being a role model and allowing others to grow into leaders. To be a strong leader, one has to put people first. In today's competitive world, we often forget to keep our pulse on the team, what drives them, what bothers them. Leadership is about inspiring others by making people push the envelope. At the same time, it is about the ability to make tough decisions and under immense pressure, putting emotions aside and thinking of the bigger picture.

DIANE VINCH. Sudler & Hennessey. I believe that trustworthiness and confidence are the most important leadership qualities. Whether you're dealing with a client or a team, people need to know that they can trust and rely upon you, and that you believe in yourself and stand by your decisions and the team. Only once those basic qualities are established can teams thrive, create great work, and grow.

LORI FRIEDMAN, PH.D. Genentech. In the healthcare business there are two traits imperative to strong leadership: commitment to the

Congratulations to the
Women of the Year
and to our Rising Star
Heida Jonsson!



We dig deeper into digital.

Flashpoint Medica has a real nose for digital. We're setting the standard for digital healthcare communications across a range of strategies, including mobile apps that stop physicians in their tracks, social media that creates a real buzz, and interactive selling tools that can animate both your sales and your sales force.

Want to learn more, just give Charlene Prounis a whistle:
charlene.prounis@flashpointmedica.com

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M E D I C A

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MAYAH CURTIS
Engagement Manager
IMS Health

Mayah is renowned for her best-in-class capabilities. She is an active HBA member and is generous with her time as a community philanthropist.



KALYNN DAVIES
VP, Strategic Planning
McCann Torre Lazur

Kalynn's professionalism, perceptive mind, and intuitive wisdom should give us all confidence in the next generation of healthcare agency executives.



SILVIA DE DOMINICIS
EMEA Marketing Director, Biosurgery
Johnson & Johnson

Silvia started her career in Johnson & Johnson Medical in 1995 in the finance department, progressing to her current position.



ELEANOR DE GROOT, PH.D.
VP, Technical Affairs
Helsinn Therapeutics (U.S.) Inc.

With her keen scientific vision and exceptional communication skills, Ellee has built a stellar companywide reputation, and her scientific and business acumen have contributed greatly to the company's success.



SHONTELLE DODSON
Senior Director, HECOR Medical Affairs
Astellas

Shontelle regularly volunteers for projects, department- and companywide, which demonstrate her enterprisewide commitment to the company.



JEANNINE DOUMAR
VP, Associate Creative Director
GSW

Jeannine is well on her way to becoming one of the great creative minds in healthcare advertising, an impressive leader, any client's dream, and absolutely a Rising Star.



GIANINE ESPOSITO
Director, Human Resources
Shionogi Inc.

Gianine has modeled the way, living the values of the organization, and mentoring others. She is a true team player, she is collaborative and a genuine business partner.



BRENDA EUSTACE, PH.D.
Associate Director, Oncology and Neuro
Vertex Pharmaceuticals

Brenda is a fearless leader, willing to take risks in an effort to discover innovative cancer medicines. She is well-respected by her team and her peers and has a positive can-do attitude in everything she does.



TOYA EVANS
Senior Director of Prospective Advantage
Inovalon Inc.

Toya's talent in coaching and mentoring combined with her personal flair keep the numerous teams she leads motivated and inspired.



KRISTIN FINK
VP, Cardiovascular & Specialty Care Customer
Engagement
Sanofi US

Kristin is a transformational leader with a long-standing commitment to WISE, Sanofi's women's network.



JULIE FITZGERALD
Marketing Director, Duopa
AbbVie

Julie is a strategic and analytical leader. She has a keen ability to formulate high-level strategies and effectively take them to tactical execution, providing solutions to the patients that she serves.



SONIA FLYNN
Senior Program Manager
PSKW LLC

Sonia's professionalism, industry expertise, and energy have made a big impact. At the heart of it all she is client-focused, a pillar of PSKW's corporate mission.



Leaders believe the toughest challenges are the greatest opportunities.

★ **MEG ALEXANDER**
CHANDLER CHICCO COMPANIES

cause and being an inspirational leader. These qualities often go hand-in-hand, as committing to the cause of meeting unmet medical needs is motivating and inspires people to work together toward creating a better future.

JULIE FITZGERALD. AbbVie. In a quick search on Amazon, more than 50,000 books are available on leadership so everyone has a different viewpoint on what makes a "good" leader. I believe everyone has this "spark" or potential to be a leader at all levels within an organization. The leaders I admire bring out this quality by making a real commitment to creating a culture where each member of the team feels he or she is part of something greater with the confidence and trust to take on any challenge.

CLAUDIA WERNICK. Publicis Healthcare Communications Group. One of my favorite sayings comes from Lao Tzo: A leader is best when people barely know [s]he exists, when [her/]his work is done, [her/]his aim fulfilled, they will say: we did it ourselves."

KAREN HOFMANN. Cognizant. Great leaders need to constantly inspire and motivate their teams to be the best they can be. They also need to show a willingness to listen and be open to new ideas and approaches, leading to creative thinking and innovation. The best leaders have a vested interest in the success of their team and are passionate about their development.

JUDY WAI. Amgen. I believe a great leader is authentic, passionate, committed, and humble. A great leader is not perfect, but is aware of his/her strengths and development areas. She leads by example and motivates others to see and work toward the common vision.

ROSA NOTAROBERTO. Millennium: The Takeda Oncology Company. I rank authenticity as the most important trait of a leader. It is the culmination of a journey into self-awareness where leaders find their inner motivation, confidence in their ability to make a difference, and, especially, the courage to share their story, which is how they contribute to the development of future leaders. Authentic leaders inspire trust, which becomes the keystone for creating strong relationships, necessary to overcome challenges and to achieve extraordinary results.

NORIKO YOKOI, PH.D. H4B Chelsea. I have been coached about leadership and read articles and books about how to be a leader. In the end, I believe it is most important to be true to yourself and know what strengths you bring to the organization, while identifying stretch goals that help the organization and the people around you succeed.

KAREN PATEL. Cegedim Relationship Management. I strongly believe in leading by example, and empowering people to take chances allows for greater individual confidence and commitment. At the same time, grasping the bigger picture, and articulating a clear vision, lends itself to greater collaboration and better team spirit. Knowing when to delegate, and creating an atmosphere of trust with an open door policy, breaks down barriers. Everyone wants to be successful in everything they do, but leadership is more than just winning — it's applying experiences to help others to do the right things. Leaders need to set direction by mapping out the path to help their team reach the right destination.

ANNETTE POWERS, PHARM.D. Eisai. I believe being a good communicator as well as perseverance are the two most important qualities for being an effective leader. Being able to effectively communicate clearly to both internal and external customers what your goals are for a project and your team are critical to success. Also perseverance is important because most things do not go as expected and will go wrong. A good leader will be able to adapt to these changes and make alternative plans and push forward despite what challenges you face. I believe you learn as much from your failures as your successes and the key is not to get discouraged.

JULIE PRIDDLE. Palio + Ignite. A few defining qualities of a true leader from experience have risen above the others: honesty, communication, and a sense of humor. Each day the company you work for and its employees are a reflection of any leader, so by ensuring honest and ethical behavior and promoting this key value, you are setting the bar high for your team to embrace this quality. Communication means making yourself available to the team; leading the way to trust and a belief in the leader and the end goal, and encouraging all to work harder toward that goal. A sense of humor is important to instill positive energy; maintaining calm amidst a storm can be done more easily with a little humor thrown in, and removes the sense of dread that comes with hard deadlines and long workdays in a fast-paced, detail-oriented environment.

JILL SCHAAF. Baxter Healthcare Corp. Given the complex, global environment that we work in, I believe that collaboration and inclusion are essential to success. Working effectively with others by incorporating their diverse perspectives leads to accomplishing one's own, team's, and organization's goals. Additionally, the ability to motivate and develop others creates a work environment where people can realize their full potential by setting high standards of performance for oneself, others, and the organization.

PEARL SIEW. Sandoz. The leadership qualities most important to me are change agility, drive, courage, and focus on people development. The pharmaceutical industry continues to be volatile in many ways. Success requires leaders to be able to change direction and approach quickly in response to new challenges and to drive these changes through the weight of opposition. Overcoming opposition requires not only the courage to stand up for your vision, but also seamless consonance with a high-performing team created only with focus on people development.

DENISE STRAUSS. Boehringer Ingelheim. The leaders I admire are those who hold themselves and others accountable; who use a flexible style for the people and situations they are leading; who demonstrate strong business acumen in the form of value through innovation; who display a balance of vision, passion, optimism, and execution; who have the courage to make the right decision at the right time for the right reason; who are mentors and coaches committed to developing individuals and high-performing teams; who constantly strive to be inspiring role models who lead by example, and live and work under strong personal and professional values.



Being mentored by Tarek Sherif and Glen de Vries, Medidata's co-founders and leaders, has been the opportunity of a lifetime.

★ **MICHELLE MARLBOROUGH**
MEDIDATA SOLUTIONS

EDEN SULZER. Cardinal Health. I have found that a compelling vision, resilience, and emotional intelligence are crucial. Starting with vision, I believe that people are more apt to get and stay engaged when they can visualize "what success looks like." Along the way, as obstacles present themselves, resilience can't be overstated. Staying calm and collected despite challenges sets the tone for the team. Last, but not least, emotional intelligence, demonstrated through compassion and caring, is the mark of a true leader. To quote Maya Angelou: "At the end of the day people won't remember what you said or did; they will remember how you made them feel."

LAWANDA THOMPSON. Pfizer. The leadership qualities I believe are most important are listening and addressing concerns. As a leader, listening to the thoughts, ideas, and perspectives of others allows every voice to be heard in a team. This allows for diverse input that typically leads to a better outcome for all. As a leader, one of the most important things I can do is address concerns that colleagues may see as barriers to their success. At the same time, I focus on being transparent about my own concerns so that the team understands my business drivers.

COLLIE TURNER. Epocrates, an athenahealth company. Great leaders are patient and active

The 2014 HBA Rising Stars



LORI FRIEDMAN, PH.D.

Senior Director, Translational Oncology,
Genentech Research and Early Development
Genentech

Lori has consistently demonstrated scientific excellence and courage. She is highly regarded and broadly sought as a mentor.



JOSEPHINE FUBARA, PH.D.

Senior Director, Pfizer Consumer Healthcare,
Global R&D Gastrointestinal Franchise Lead
Pfizer

Known for her strategic, collaborative work style, Dr. Fubara is an absolute star at Pfizer Consumer Healthcare as well as in the healthcare industry.



SUSAN GAGNE

VP, M&A and Integration
Thermo Fisher Scientific

Susan is a dedicated champion of diversity and inclusion having led the formation of the first employee resource group in the company's history, the Women's ERG.



MEREDITH HANS MOORE

Group Manager, Research & Development
DePuy Synthes Companies of Johnson &
Johnson

Meredith exhibited exemplary leadership in forming the new DePuy Synthes West Chester WLI Chapter. She also played a leadership role in delivering the 5P's Speaker Series.



MICHAELA HERDICK

Senior Director, Head Global Business
Operations, Merck Serono, GCO
EMDSerono

As a Rising Star in our organization, Michaela demonstrates her leadership, commitment to consistent high performance, and to the advancement of women in healthcare in her daily work.



KAREN HOFMANN

Associate Principal, Cognizant Analytics
Cognizant

On a daily basis, Karen demonstrates all the qualities of a model employee within Cognizant Analytics: leadership, diplomacy, teamwork, analytical rigor, and critical thinking, and problem-solving skills.



PAMELA HOLLAND

Managing Director, Life Sciences
YourEncore Inc.

A natural leader and skilled communicator, Pamela has dedicated her career to helping others. Throughout her career, she has coached and supported countless individuals.



SARA HYZER

Senior Manager
PwC

Sara's enthusiasm and passion for coaching and leading her teams has catapulted her as a mentor and role model within PwC for many aspiring team members.



HEIDA JONSSON

VP, Director of Project Management
Flashpoint Medica

Heida is a Rising Star who embodies the core values of Flashpoint Medica with true grit. She takes on any challenge with perseverance while radiating a calm and cool attitude.



ERIKA JURRENS

Director of Strategic Intelligence,
North America
GlaxoSmithKline

Erika's contribution to GSK and the people who make up the healthcare industry is significant, ongoing, and supportive of a healthy world where individuals thrive.



RESHEMA KEMPS-POLANCO

Senior Product Director,
CML Brand Marketing
Novartis Pharmaceuticals Corp.

Reshema has been a successful leader at Novartis for more than 14 years and has demonstrated excellence in multiple roles. Her passion, drive, and commitment are apparent to all who work with her.



HELENE KLAASSENS

Director, Market Research-Oncology
Daichi Sankyo

Helene is an innovative leader who serves as a role model for others. Her talent to be a team player is clearly evident through the relationships she has cultivated.



I have wonderful parents who instilled in me a strong work ethic and to always try my best.

★ **KARIN LOCOVARE**

JUICE PHARMA WORLDWIDE

listeners who strive to learn from each individual in the room. Because they listen, they understand the needs of their team and their organization. This enables them to inspire people to stretch themselves and become a greater contributor to the group as a whole. They also aren't afraid to tell the truth.

JENNIFER VALENTINE. Shire. In my experience, strong leaders recognize potential and coach to possibilities. Their actions speak louder than their words — they are the example.

ANDREA WAINER. Abbott. The foundation of leadership is integrity — demonstrating the right agenda through actions when it comes to employees, patients, and everyone we impact with our products. Leadership is about driving organizations toward a vision and having an unconditional commitment to achieve that vision by removing barriers for others along the way and doing what others are not able to do without your advocacy. Ultimately, leadership is about setting the tone, and holding oneself and others accountable in your organization.

ELIZABETH YI. CDM New York. I have been extremely fortunate to have, and to have had, amazing leaders to learn from and to see firsthand the leadership qualities that they exhibit. Striving to be self-aware and continually pushing oneself to improve are important qualities to being a leader. This not only sets the tone and expectations for everyone in the organization but also lets everyone know that no mat-

Shine On

Congratulations, Karin Locovare—2014 HBA Rising Star
From your family at JUICE Pharma Worldwide



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PHARMA WORLDWIDE

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RACHEL KREPPEL
Assistant General Counsel
Purdue Pharma LP

Rachel's position requires her to think creatively, work closely with senior management, and collaborate with outside attorneys and experts. She is a true Rising Star.



MICHELLE MARLBOROUGH
VP, Product Strategy
Medidata Solutions

Michelle's commitment to tackling new challenges and exceptional ability to deliver results have made her a much-admired role model.



BINITA KWANKIN
Global Regulatory Affairs Development Head
for Cardiovascular, Metabolic, General
Medicine, and CNS Therapeutic Areas
Takeda Pharmaceuticals

Binita exemplifies how to be a highly successful and effective leader by using an infectious positive attitude that inspires others and drives results.



CARMELA MASCIO
Senior Research Associate II
Cubist Pharmaceuticals

Carmela is an active member of Cubist's Corporate Giving Committee and advances STEM learning by leading interactive activities and helping students.



REBECCA LAKATA
Director, Global Medical Affairs
Merck & Co. Inc.

Rebecca is a strong role model and is viewed as a collaborative partner across divisions. Her energy, professionalism, can-do approach, and credibility make her a true asset to Merck.



MARIE MCDONALD
Senior Director, Consulting
Quintiles

As an effective consultant and accomplished female professional, Marie is a role model not only for women in leadership, but for all aspiring leaders at Quintiles.



DEBORAH LEE, M.D., PH.D.
Senior Medical Director,
Clinical Research
Lundbeck LLC

Deborah's innovative thinking has proven invaluable for clinical strategy development, but it's her generous spirit and patient-driven purpose that make her a Rising Star.



AMANDA MOTT
Executive Business Director, Sales
AstraZeneca

Amanda is a role model and a champion for professional development, and inspires others to push boundaries, for themselves and for the company.



YULING LI
R&D Fellow
MedImmune

Yuling is a brilliant science leader and exceptional mentor. She is a role model in her commitment to developing the next generation of scientists.



ROSA NOTAROBERTO
Senior Director, Commercial Operations
Millennium: The Takeda Oncology Company

Rosa routinely demonstrates strong leadership, customer focus, operational excellence, and a talent for growing and developing team members within commercial operations.



KARIN LOCOVARE
VP, Group Account Director
JUICE Pharma Worldwide

Karin is a true leader who guides her team through a maze of marketing challenges while still having fun. Never at a loss for kind words or a smile, Karin is a joy to work with.



DENISE PALMA
Senior VP,
Associate Creative Director, Art
The CementBloc

Denise has established herself as a go-to leader. She's a creative, yet her sharp-shooting strategic mind thinks well beyond the creative side of things. She is a true leader.



I've been lucky enough to have many amazing mentors throughout my career, people who've trusted my abilities, and my judgment, even before I did.

★ **JEANNINE DOUMAR**
GSW

ter the position or stage in one's career, one can always learn and grow.

TERRI YOUNG. Bristol-Myers Squibb. To me leadership is about winning. And I don't mean as an individual but rather as a team. A good leader must identify and align to a winning strategy, but also must build a diverse team and get the best out of each individual. A strong leader will build a high-performing team versus establish a group of individuals.

ELLE DE GROOT, PH.D. Helsinn Therapeutics US Inc. A great leader communicates a vision that both inspires and challenges an organization. Passion and persistence yield results, but when balanced with empathy and a sense of humor, leaders build trust, loyalty, and commitment from others. True leaders demonstrate humility by carefully considering the perspective of others, especially in times of disagreement, and embracing ideas that are better than their own. Remembering that the journey is just as important as the destination is an essential element of successful leadership.

DAPHNE ANDRITSOS CALDERON. Norton Rose Fulbright. I find there are three qualities important to good leadership: commitment, communication, and confidence. To be a good leader you must possess and exhibit true commitment. You gain knowledge and expertise through commitment and it is with commitment that you will produce quality work and



I was fortunate to have some great mentors — all of them women — early in my career.

★ **TOYA EVANS**
INOVALON

earn the respect of others. Communication is key to leadership because without effective communication your team cannot possibly be productive and will not be able to achieve team goals. Finally, projecting confidence results in good management. Confidence is a “keep calm and carry on” attitude. If you demonstrate sound problem-solving abilities in a steady and effective fashion, chances are those around you will want to follow and will perform well.

MARIAN BELSACK. BD. I appreciate leaders who can inspire individuals and teams, and who have an ambitious vision that is built on hands-on experience in combination with a strategic view of the market environment.

SARAH-JANE BARKER. Grey Healthcare Group. Having an ability to think both strategically and tactically while communicating with clarity is an important leadership quality. Often it doesn't matter what decision has been made, as long as there is one made. We find that working together toward a goal will iterate and refine it so the final outcome is the right one. A leader however, cannot work alone or in a silo. The teams that I work with are the most important part of what I do. Recognizing people's strengths, understanding how best to promote these, and developing people's skills to ensure the right person is doing the right job are all critical parts of successful leadership.

AMY BUTLER. Thermo Fisher Life Sciences Solutions. I believe leaders should lead by example and that the most critical aspect of

being a good leader is being authentic. Every leader needs to lead in her own way, because that is the only way she will reach her full potential as a leader. It is also critical that a leader can lead others to achieve even more than they thought possible. To do so requires a leader who is transparent, empathetic, optimistic, and courageous when she needs to be.

JEMMA CONTRERAS. Campbell Alliance. Leading by example is essential, especially in building trust and respect, both with your team and with clients. Communication is the key to successful leadership, finding ways to get your message through, or facilitating the message of others. Gaining clarity when needed and believing and trusting your instincts are important. Commonsense is also an important quality to be recognized and developed.

SONIA FLYNN. PSKW. Communication may be the most important quality in a true leader. Successful leaders are able to effectively communicate not only goals and desired results, but why these are important. A good leader is able to adapt to different personalities, individual skill levels, and communication styles, and can steer team members to success.

BRIDGET BAGNATO. BD. Dedication, effective communication, and creativity are top leadership qualities. This should be coupled with enjoying what you do and instilling some fun and humor with your teams and worklife.

PAM HOLLAND. YourEncore. Integrity, a willingness to be vulnerable, and being a clear, conscientious and empathetic communicator are the most important qualities of a strong leader. I live by the belief that communication is the relationship and that everything you do and say sends a message not only about who you are, but what you value. My emphasis has always been on honoring others regardless of

I can isolate the most pivotal moments in my development where certain leaders identified potential that I didn't even know I had.

★ **CAROLE STREICHER**
KPMG



In my professional career I have had the good fortune to work with numerous people who have played a role in my leadership development.

★ **RESHEMA KEMPS-POLANCO**
NOVARTIS PHARMACEUTICALS

their title or role; understanding what they do best, what brings them joy, and also what they fear. I delight in being surrounded by those who have skills in key areas that are stronger than I will ever have and openly applaud their talent and contributions.

★ **ROLE MODELS AND MENTORS**

Rising Stars pay tribute to the individuals who have played a role in their leadership development.

MICHELLE MARLBOROUGH. Medidata Solutions. Being mentored by Tarek Sherif and Glen de Vries, Medidata's co-founders and

The 2014 HBA Rising Stars



KAREN PATEL
Operations Director
CegeDIM

Karen is a role model and consummate team player, who extends the benefit of her experience to all who ask. Customers view her as a trusted and experienced partner.



HARRIET PERDIKARIS-REYNOLDS
Senior VP, Management Supervisor
LLNS Inc.

Harriet is a dedicated professional who leads by example and actively serves as a mentor to her teams. All of this make her, without a doubt, a Rising Star.



ANNETTE POWERS, PHARM.D.
Senior Director, Health Economics and Outcomes Research
Eisai Inc.

Annette is a dedicated developer of talent, a skilled collaborator, and, most of all, a trusted colleague and friend.



JULIE PRIDDLE
Director, New Business
Palio+Ignite

Julie is a Rising Star because of her incredible work ethic, superb industry knowledge, and tireless dedication.



JILL SCHAAF
Global Franchise Head,
Chronic Care,
Baxter-Gambro Renal
Baxter Healthcare

With more than 20 years of leadership in healthcare, Jill has proven to be equally passionate about improving patient care and advancing employee development.



KEYURI SHAH
Senior Manager, Commercial Advisory Services
EY

Keyuri's sharp intellect and leadership abilities make her a Rising Star. She builds trust with life-sciences, healthcare, and financial clients, while addressing their toughest strategic M&A, capital allocation, and growth challenges.



PEARL SIEW
VP and Head, IP US
Sandoz

Pearl is a champion for change and motivates her team and business partners with inexhaustible energy, empathy, and cheerfulness.



DENISE STRAUSS
Executive Director,
Managed Markets Marketing
Boehringer Ingelheim Pharmaceuticals Inc.

Denise is one of the most dynamic leaders at BI, effecting change with her business acumen, leadership, and strong cross-functional collaboration.



CAROLE STREICHER
Partner, Life Sciences Advisory
KPMG

Carole combines strong domain expertise and deep industry knowledge to deliver exemplary client service. She brings energy, humor, and a smile to everything she does.



KATHERINE STULTZ
Executive Director,
Project Leadership
Celgene

Katherine has demonstrated the highest level of performance, leadership, and entrepreneurial spirit. She represents the best in the industry.



EDEN SULZER
Director, Marketing
Cardinal Health

Eden is a caring and giving individual. She is respected for her unwavering dedication to advancing her projects, Cardinal Health, and those around her to new heights.



MAUREEN SVOBODA
Associate Partner, Healthcare
Rosetta

Maureen is an experienced and accomplished marketer who puts her client's first. For her strategic insight, business acumen, and flawless delivery, she is Rosetta's 2014 Rising Star.

leaders, has been the opportunity of a lifetime. Their relentless drive to transform drug development using cutting-edge technology and absolute belief that we can make a difference in the lives of patients are incredibly inspiring. Together, they challenge us to focus on innovative thinking that will drive real change for patients, customers, and the industry. This motivates me and my team to take risks without being afraid to fail. The key is to learn valuable lessons along the way and to turn them into meaningful opportunities for success.

KATIA ZALKIND. Health & Wellness Partners. By far the greatest influence on my leadership development has been played by my boss Jani Hegarty. She embodies the qualities I consider most important as both a leader and a human being. Instead of being a businesswoman part of the time and a philanthropist part of the time, she and her partners have combined giving back to employees and the community into a unique business model. There is truly no other company like HWP out there. It is both focused on high-quality work and a positive work environment. Jani has taught me to find the best people, and then allow them to work to their full potential.

BINITA KWANKIN. Takeda Pharmaceuticals. I have been fortunate to have had great leaders and mentors as role models. One of the people who made an everlasting impression on me was Alan Mackenzie, former president and CEO of Takeda Pharmaceuticals North America. Alan once said for a leader, there is not a single interaction with an employee that is neutral — a leader has the ability to lift the person up or to bring the person down through that interaction. I remember the ability Alan had even in the briefest of interactions, to make people feel more confident in their ability to do things that they may not have thought they could do well. I attempt to remember this as much as I can in my interactions with the talented people who surround me.

TOYA EVANS. Inovalon Inc. I was fortunate to have some great mentors — all of them women — early in my career. During my tenure with General Electric, I had three great women — all in different roles — who were huge contributors to my growth and development as a young manager. Later during my tenure with AOL, I had an opportunity to have a VP who taught me about the importance of cultivating and managing relationships at higher levels, working and leading within an organization and being authentic. There are days I am faced with difficult decisions that I can call on the voices of these women to help guide me through and I am grateful for their teaching.



Lead by example, listen, develop relationships, and lastly continue to grow.

★ **DR. JOSEPHINE FUBARA**
PFIZER

MICHAELA HERDICK. EMD Serono. I would like to highlight and thank three people who have played a major role in my leadership development. They all have in common that they believed in me and my skills — sometimes even before I knew I had them. They challenged me and gave me opportunities to grow under their leadership. I want to thank Tony Hoos for giving me a key role in his leadership team; Kathy Ford, for her strong support on woman in leadership positions and diverse team compositions; and Annalisa Jenkins for guiding me with her vision and giving me the space to leverage my skills and grow.

CAROLE STREICHER. KPMG LLP. There are several people who have played a role in my leadership development. It started with my parents at a very young age who inspired me to do more and do the best I possibly could, but also be a good person and care about others. They were good role models as they both worked hard and also were very active in giving back to the community and to others. In my professional career, I have had the good fortune to work with numerous people who have played a role in my leadership development. Most recently, Bill Baker is a leader who inspires performance of the team by being collaborative and recognizing and rewarding performance. Another individual is Dan Tiemann, whose vision and strategic thinking continues to transform the products and services we de-



I would recommend others develop a strong network, both internally and externally. A strong network will provide you access to a diverse group of people who can provide advice, support and opportunities.

★ **CHRISTINE BYNAROWICZ**
COVIDIEN

liver to our clients. These are qualities that I admire and strive for in my career.

RESHEMA KEMPS-POLANCO. Novartis Pharmaceuticals. I can isolate the most pivotal moments in my development where certain leaders identified potential that I didn't even know I had. Senior executives, such as Andy Wyss, Christi Shaw, Philippe Drouet and HBA Mentors of the Year, Alex Gorsky (2009), and Brian Goff (2014), were all willing to place bets on me for stretch roles at different points in my career. These leaders have inspired me to achieve new heights. I've learned from them what it means to build a legacy in how I grow the business, the impact it has on patients, and the pipeline of talent that I develop along the way.

CAROL BENDIG. Publicis Touchpoint Solutions Inc. My parents have been there from the beginning and have provided love and support. My daughters have inspired me to be a better person and motivate me to pass on the legacy my parents have instilled in me. My husband has traveled this journey for 26-plus years with love and support.

MARIE-CAROLINE CHAUVET. Insigniam. My acknowledgments go to a few women who showed the way, opened new horizons, demonstrated resilience and an unwavering faith in life and being of service. One is my mother, who raised eight children and took leadership roles as



By empowering the highest potential team to surround you at all levels, you will be able to lead farther and achieve more.

★ **MEREDITH HANS MOORE**
DEPUY SYNTHES BIOMATERIALS

president of a region and worldwide board member for a nonprofit organization. Another is one of my bosses, at the time the only female VP of finance of a global division in a large FMCG company, who demonstrated the power of emotional intelligence in an environment dominated by high IQs. Another is my colleague, who founded our business in Europe, continuously expands what is possible.

TAMARA CIBENKO. Deloitte. There have been several important figures in my life who have been instrumental in helping me grow throughout my career, not the least of which have been my parents. They have served as role models for leadership demonstrating integrity, charity, and all of the attributes one would look for in a leader. I have also had the honor to serve in the U.S. Air Force. This experience afforded me the opportunity to better understand team dynamics and key qualities of a leader.

SILVIA DE DOMINICIS. Johnson & Johnson. I have been really lucky, because there are many people who I should thank for my development, from bosses to colleagues to direct reports. From everyone I have interacted with, I have had the chance to learn something, even from those I did not consider "the best" leaders. We have the possibility to choose what we consider the best, but also to choose what we definitely do not want to become, learning from ours and others' mistakes. I would like to share one specific experience: I was assigned a special woman as a mentor who really made a difference in my development, letting me understand the unwrit-

The 2014 HBA Rising Stars



LAWANDA THOMPSON

Senior Director
Pfizer

LaWanda is a results-driven leader and passionate advocate for the advancement of R&D activities through humane animal research. She is an active mentor and committed to helping others advance their careers.



DIANE VINCH

Senior VP, Brand Chemist
Sudler & Hennessey

Diane is a passionate team leader who is committed to building and managing high-performing teams. A proven leader, she has high self-expectations and is one of those leaders people want to work with.



CHRISTINE TOBIAS

Executive Director Operations
Quest Diagnostics Inc.

Christine is an accomplished strategic, results-driven leader. She has a record of developing high-performance leaders.



JUDY WAI

Executive Director Tax
Amgen Inc.

Judy is a mentor in Amgen's mentoring program and is particularly adept at giving direct, constructive feedback to help colleagues improve their performance.



KATHERINE TRUPPI

Director,
US Hip Marketing
Stryker

Kathy has created a strong culture of achievement through employee development, mentorships, and accountability.



ANDREA WAINER

Divisional VP,
General Manager,
Abbott Animal Health
Abbott

Andrea has exhibited strong leadership skills and served in several capacities, including P&L management.



AMY TSANG

Senior Director,
Professional Services
Symphony Health Solutions

Amy's commitment to excellence and passion for her clients' and colleagues' success shines brightly in everything she does. It's no surprise that everyone wants to work with Amy.



CLAUDIA WERNICK

Associate General Counsel & Vice President
Publicis Healthcare Communications Group

Claudia's role as lead counsel is essential to the smooth operations of PHCG. She is an indispensable and trusted partner, bringing enthusiasm and a positive attitude to all that she touches.



COLLIE TURNER

Director, Solutions Design
Epocrates,
an athenahealth company

Collie serves Epocrates' internal and external customers with enthusiasm, commitment, and integrity. She is an exemplary Rising Star.



ELIZABETH YI

Associate Partner,
Director of Medical & Scientific Affairs
CDM New York

Elizabeth embodies all of our core values: substance, style, conviction, and grace. She is outstanding at bridging strategy and science.



JENNIFER VALENTINE

Regional Sales Director
Shire Pharmaceuticals

Jen's impact is broad as she commits to lead by bringing out the best of herself and others to maximize possibilities.



NORIKO YOKOI, PH.D.

Executive VP,
Director of Strategic Planning
H4B Chelsea

Besides her own talents as a planner, Noriko is a wonderful mentor and leader, patiently guiding young talent.



Having an ability to think both strategically and tactically while communicating with clarity is an important leadership quality.

★ **SARAH-JANE BARKER**
GREY HEALTHCARE GROUP

ten rules of leadership and behavior when arriving at top management positions. One of these was the management of power, which is something women are not used to and can make the difference when you want to become a leader and moreover to have a personal leadership style. She taught me how power can be directed toward positive goals.

GIANINE ESPOSITO. Shionogi Inc. I started my career in a different industry on teams primarily led by women. There, I was encouraged and empowered to find and grow my leadership voice in a supportive environment. This group of incredible women modeled the way, and from them I learned a great deal about myself, what type of leader I wanted to be, and how to handle different situations. I've adapted this skill set now that I manage a team in pharma, and continue to pull from these roots each and every day.

ADRIANA BLANCO. Novo Nordisk. My parents were my first role-models and mentors. They grew up with limited resources. Despite this, they encouraged their children to "go all the way." I was the first in my family to graduate from college and am grateful for the many mentors — teachers, professors, and peers who encouraged me. These days I continue to lean on my family for support. My husband has played a critical role, since without his support I would not have taken the risks needed to develop professionally, while maintaining a happy

CAPTAINS OF THE HEALTHCARE INDUSTRY



WE CELEBRATE THE WOMEN OF THE YEAR — the entrepreneurs, discoverers, passionate leaders, great bosses, trusted advisors, top consultants, financial gurus, deal makers, advertising giants, and chief executives and founders of some of the most successful corporations and nonprofit organizations in the world. And we applaud the HBA for having the foresight to recognize women and their significant contributions to the industry. You have shown us what is possible.

HAPPY 25TH ANNIVERSARY! CARRY ON... WE HAVE MORE WORK TO DO.

Congratulations to this year's WOTYs, Shideh Sedgh Bina, Annalisa Jenkins, and Patricia A. Maryland. And kudos to our own Sarah-Jane Barker, on becoming an HBA Rising Star!



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The 2014 HBA Rising Stars



TERRI YOUNG

Executive Director, Multi-Channel Management Partners
Bristol-Myers Squibb

Terri is known for developing leaders and leading change. In 2013, she was named one of four BMS Female Trailblazers for driving innovation and change.



KATIA ZALKIND

Director, Medical Writing
Health and Wellness Partners

Katia provides leadership in establishing and

ensuring effective and efficient processes for content development while meeting deadlines. She is knowledgeable, determined, and competent.



JENNIFER ZINN

VP, Strategic Affairs
Roche Diagnostics North America

Jennifer is a strong and engaged HBA representative, a bigly sought out advisor and mentor to women, a passionate advocate for the mission of, and business case for, diversity.

home life. Now, our daughter is my newest inspiration and I hope to inspire her as well.

KATE BRANCALEONE. PDI Inc. Each and every position I've held in advertising has given me insight into different kinds of leaders and shaped the client services person I am today. I have had the pleasure of working under many wonderful leaders who have inspired and educated me as well as leaders who have not measured up to the caliber I have come to expect.

JEANNINE DOUMAR. GSW. I've been lucky enough to have many amazing mentors throughout my career. They are people who've trusted my abilities, and my judgment, even before I did. It was their trust that pushed me to work that much harder. This was partially because I didn't want them to think they got it wrong, but also because that trust gave me the conviction and self-confidence to know that I could do it and that I didn't have to fade into the background.

RACHEL KREPPPEL. Purdue Pharma LP. I have learned my most important leadership skills from my boss, mentor, and sponsor, whom I have worked with for 13 years. Also, I have learned from outside counsel, clients, and colleagues who use varied leadership styles. Observing these different styles and implementing some of them has made me more successful. A good leader is required to assess situations and adapt her style to the circumstances to achieve the desired outcome. It never ceases to amaze me that the source of inspiration to be a better leader can come from so many different places.

CHRISTINE TOBIAS. Quest Diagnostics Inc. My father was instrumental in shaping the leader who I am today. His simple philoso-

phy of working hard and giving 110% was engrained in me at a young age. My father lived the values of integrity and accountability. He always found the positive in others.

MEG ALEXANDER. Chandler Chicco Companies. Brilliant colleagues, a wonderful family, and my very supportive husband Nick, encourage me to follow my ambitions. A source of inspiration is my parents. After my father's passing, one of his West Point friends told me that when he grew tired on long runs with heavy packs, my father would tell him, "keep your eyes on the bird, and we can make it." While it may sound trite, I remember this phrase and it pushes me to make it to the finish line on tough days. My mother is a quiet source of motivation and a rock of stability.

CHRISTINE BAEDER. Teva Pharmaceuticals. Maureen Cavanaugh, my current supervisor, who provided me with a leadership position early on, has given me the freedom to develop. She has invested her trust and guidance, which allowed me to struggle just enough to be strong. She has been a wonderful leadership

My daughters have inspired me to be a better person and motivate me to pass on the legacy my parents have instilled in me.

★ **CAROL BENDIG**
PUBLICIS TOUCHPOINT SOLUTIONS

model, especially teaching me to value my co-workers. Teri Coward, my trusted teacher who took me under her wing and helped to foster an understanding of our customers and the industry, taking me to meetings where I was learning and developing the core skill set I needed to succeed, including a true appreciation of the value of partnership with customers.

ERIKA JURRENS. GlaxoSmithKline. There have been so many individuals who have played a major role in my development, from my family and educators to leaders in the companies I've been a part of. That said, I will never forget the opportunity to lead my first team. While looking to inspire a speak-up culture, I became quite self aware of my many mistakes and challenges, which led to great reflection and tireless efforts to better myself. Fortunately, I worked with a brilliant team





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who gave me actionable feedback, helping me become a better colleague, mentor, and leader.

DEBORAH LEE, M.D., PH.D. Lundbeck. The most important person was my father. He never believed my being female was limiting so I didn't either. This was especially difficult as I grew up in the 60s before there were many female role models. As I progressed through graduate school, post-docs, medical school, residency, medical practice, and now the pharmaceutical industry, I have run across examples of sexism. Yet because of the foundation my father laid, I never doubted my abilities to lead and I have been fortunate in my career to have had many others — both male and female — who believed the same.

★ LEADERSHIP TECHNIQUES AND TOOLS

Rising Stars provide their best practices and tips for leadership development.

JENNIFER ZINN. Roche Diagnostics. You have to be able to operate the zoom lens on your corporate camera — focus in and zoom out — so you can see the details and keep your eye on the horizon. Giving and asking for feedback, then taking action is critical. I remember that I am tasked with driving alignment, not necessarily agreement. One of the most difficult things to do that shapes the tools and techniques is to get comfortable with being respected, not liked. Being liked is nice, but not required.

HARRIET PERDIKARIS REYNOLDS. LLNS Inc. Many would say to be a great leader, you have to understand the psychology of people and how to motivate them. Although I don't disagree with that assessment, the most impactful leadership tool that I've ever received, and would recommend to others, is a psychographic evaluation of myself. It's a powerful tool that gives you very deep understanding of yourself and the best way to connect on a deeper level with your peers.

JOSEPHINE FUBARA, PH.D. Pfizer. Lead by example, listen, develop relationships are the keys to building trust. It's also important to learn from the folks/situations around you. You will be surprised at the rich wisdom that can sometimes come from the most unexpected people/places, or reading a book.

LORRIE ALBINSON. Actavis. First, focus on

people by creating a social environment that relies on candor and active communications that develops diverse opinions, which can form a broad base of knowledge and information for good-decision making. Secondly, taking the time and gaining skills to understand and apply a combination of the following: emotional intelligence, strategy, vision, motivation, passion, ethics, communication, problem solving, leading by example, and modeling behaviors. In a team-based world, it is critical to develop others through mentoring, advocating, and leveraging skill sets.

LANEY COHEN LANDSMAN. Makovsky. I lean on my listening skills more than anything else. Asking questions directed toward your team and your clients provides the opportunity to uncover potential solutions or answers. And don't discount humor. Especially in our industry there tends to be a lot of high-stress touchpoints and injecting a bit of humor as a motivator can turn a bad situation into a bearable one. For example, one of my teams has a tradition of "stress snacks" — Swedish Fish and Goldfish. If one of us has something big coming up, a bag or two will make an appearance on your desk. Fun builds strong team bonds, and when you are a strong team you can do anything.

CHRISTINE BYNAROWICZ. Covidien. I would recommend others develop a strong network, both internally and externally. A strong network will provide you access to a diverse group of people who can provide advice, support, and opportunities. Mentor and sponsor relationships are also important for leadership development. My sponsor has encouraged me to step outside of my comfort zone, which has helped me develop in my career.

NANCY CHEESMAN. Bayer HealthCare. Developing as a leader is a process that should be intentional and deliberate. A focus on excellence, not perfection, maintains a broad perspective and allows for expansive thinking. Sharing leadership empowers others to rally around a common goal. Don't go it alone. Create a robust network that is broad and diverse and seek feedback often.

ELIZABETH BARRON. CMI/Compas. The most important tool and/or technique in my opinion is as simple as being a good listener and eager to learn. Listen to your clients, listen to your colleagues, listen to your mentors. There is so much to be learned from our present environment, and most of my own growth has come from fully immersing myself in the task at hand. Always be open and excited to learn new things; we are not supposed to have all the answers to all questions.



Modern leadership is not about command and control. It's about facilitation and inspiration.

★ **DEBORAH CIAURO**
OGILVY COMMONHEALTH

PHYLLIS BARKMAN FERRELL. Eli Lilly and Company. Deliberately manage your expenditure of emotional energy, it is a limited resource. Spend nothing on trying to be someone different than your true self, spend minimally on office politics and silliness, spend liberally on your team, and save enough in reserve to spend on the ones you love at the end of the day. I became a much better leader after becoming a mom, because it made it more worthwhile — and a necessity — to choose my battles.

HARRIET BURROWS. EY. Understand and nurture your teams as in the end, it's all about good people; seek help, everyone needs it and some people are good at giving it; get the right people around you, and get the wrong people away from you; be transparent and honest and others will be the same with you; and focus on what matters and don't get distracted by the rest.

SHONTELLE DODSON. Astellas. I always encourage both individual contributors and leaders to be committed to self-learning and to self-awareness. This includes having a thirst for learning through regular reading, development courses, and from others with strong leadership qualities. I also encourage others to value and seek input and advice from others, both positive and negative. Learning to be comfortable with feedback from others and having the flexibility to make necessary adjustments is personally and professionally rewarding.

DEBORAH CIAURO. Ogilvy CommonHealth. Modern leadership is not about command and control. It's about facilitation and inspiration. Two things are necessary to facilitate collaboration and intuitively bring out the best in other people. You must believe in the material, the

work you are collectively doing. And, you must know your audience; engage them, so they are invested in what you have to say.

KALYNN DAVIES. McCann Torre Lazur. Active listening and simplification are essential techniques when it comes to solution-focused problem solving. Former Secretary of State and General Colin Powell sums it up with, “Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand.”

SUSAN GAGNE. Thermo Fisher Scientific. To provide leaders with tools they need to be successful, it is important to provide simple clear guidance on what is expected of great leaders. We have a role model leadership guide that helps all managers of people understand what it means to be a successful leader and it not only defines the principles of strong leadership competencies, but the guide provides definitions for clarity and also outlines critical behaviors to model to achieve those skills. This guide has been a great resource and can be used as a training tool for new leaders and also a handy reference for those needing a refresher. I would also recommend that leaders plan the time or use a technique to reflect on their skills as a manager and this can sometimes be accomplished by seeking out a peer or mentor. I believe the more you are self-aware of your strengths and weaknesses, the better you will be in leading others.

MEREDITH HANS MOORE. DePuy Synthes. When people come to you with difficult situations or problems it is often easier to tell them what to do and move on to the next thing. You can enable leadership in others by encouraging people to come up with potential solutions prior to discussing a problem. Leave your ego at the door and recognize expertise in others, regardless of role or title. By empowering the highest potential team to surround you at all levels, you will be able to lead farther and achieve more.

BECKY LAKATA. Merck & Co. Inc. One leadership technique that I would recommend is to “Just say yes!” It’s quite uplifting when we, as individuals or team members, get a positive response to a question or support on a project without many questions or challenges. It fosters an environment of trust and motivation and allows us to move forward on a project. Look for the positive in something. Give it a try, take a chance and “Just say yes!”

CARMELA MASCI. Cubist Pharmaceuticals. Leadership requires the ability to trust and allow your people to learn and grow beyond

your capabilities. It is having a deep enough understanding of, and genuine relationship with, those you are leading to know when to be nurturing, when to be authoritative, or when to be something in between. Expect and be comfortable with being vulnerable as you yourself are learning. Be self-reflective and constantly ask yourself what can I be doing even better? Do not presume that you know everything or that you need to know everything.

KATHERINE STULTZ. Celgene Corp. When working with individuals on a team, I take the time to learn about their strengths. If they have not completed these discovery exercises for themselves, then we work on this together. There are several tools readily available that allow a person to complete a self-inventory and become more self-aware of their individual leadership and communication styles. These tools have been instrumental in my own development. I routinely bring these opportunities to those who work for me as an investment in both the person and for myself as their manager. Often this is the first step in my development of a team. For the individual it opens up a window of greater self discovery to what makes them exceptional. In turn, as their manager I am now more informed to provide better coaching toward their success. Additionally, this time invested helps me better align projects where an individual can grow and develop even further by maximizing their strengths.

AMY TSANG. Symphony Health Solutions. A few tools and techniques that I use are: follow good principles and stick by them; love what you do and give it your best; check in regularly with your clients and constituents; be honest and fair in all that you do; and renew and keep your commitments.

BRENDA EUSTACE, PH.D. Vertex Pharmaceuticals. The best advice I have to offer to others is to listen. Listen to your team, your peers, your management. Learn to recognize and appreciate their different styles and preferences, no matter how foreign they seem. Situations will arise that could call for an unorthodox approach, and all of the lessons learned by listening and observing will come into play.

SARA HYZER. PwC. One leadership technique that I recommend to others is to make sure you are getting feedback from those who work for you. Taking constructive feedback in a positive way demonstrates to others that you are committed to continuous improvement. In addition, fostering an open environment where people feel they have the ability to provide constructive feedback is important and often requires that you lead by example.



I admire leaders who constantly strive to be an inspiring role model, who lead by example, and live and work under strong personal and professional values.

★ **DENISE STRAUSS**
BOEHRINGER INGELHEIM
PHARMACEUTICALS

HELENE KLAASSENS. Daiichi Sankyo Inc. From my perspective, the situational leadership approach has been most effective. There is no single style of leadership that is a best fit for every situation. To become a successful leader, you will need to be able to adapt and vary your leadership style to address different people, different situations, and different tasks. **PV**

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★ LEADERSHIP TRAITS

Rising Stars share what they look for in a good leader.

DEBORAH CIAURO. Ogilvy CommonHealth Worldwide. Leading collaboratively is extremely important; give people ideas to apply their creativity toward, rather than executing direct orders. Leadership should be about influencing, not dominating. I've always thought that leadership is more of an inherent quality. The best leaders are respected for how they process situations, and how they dispense their knowledge to get the best results. Leadership transcends any title one's achieved while ascending the corporate ladder, and is not measured in distance. It's an outcome measured by the people above, below and beside. Many people don't realize they are leaders until well after they are performing as one. The highest purpose of a leader is to bring out the best in the people around them, and that creates a mutual reciprocity, which fosters and encourages future leaders.

KALYNN DAVIES. McCann Torre Lazur. Some of the traits of being a good leader are knowing that a great idea can come from anywhere, not being afraid to make a mistake, having a confident and respectful point of view, and earning trust from those around you. These leadership qualities foster a shared vision among a community, empower a team to work hard, and guide everyone toward a unified goal.

ELLE DE GROOT, PH.D. Helsinn Therapeutics US Inc. A great leader communicates a vision that both inspires and challenges an organization. Passion and persistence yield results, but when balanced with empathy and a sense of humor, leaders build trust, loyalty, and commitment from others. True leaders demonstrate humility by carefully considering the perspective of others, especially in times of disagreement, and embracing ideas that are better than their own. Remember that the journey is just as important as the destination, which is an essential element of successful leadership.

SUSAN GAGNE. Thermo Fisher Scientific. When I think of leadership qualities, the most important are integrity and accountability. These qualities displayed by leaders will develop a sense of trust among the group they are leading. Other very important competencies would be a practice of open and honest communication, the ability to set clear goals, and



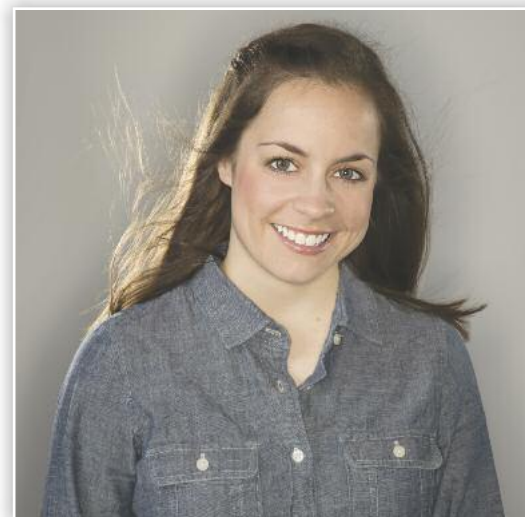
When I think of leadership qualities the most important are integrity and accountability.

★ **SUSAN GAGNE**
THERMO FISHER SCIENTIFIC

strategies and the ability to champion employee development. I believe it is hard for employees to learn and grow without making a few mistakes along the way and when teams feel they are supported and have a safe learning environment they can fully develop to their highest potential. When there is trust among teams and leaders you will typically find a healthy level of delegation, which provides teams the motivation to take initiative and the sense of accomplishment of being a critical part of the process to achieve the goals of the team or organization.

BECKY LAKATA. Merck & Co. Inc. The leadership qualities that I believe to be the most important are emotional intelligence and the ability to make a plan and follow through on a task to achieve a common goal. To be effective, leaders must have a solid understanding about how making the connection to others improves trust, motivation, relationships, and the performance of their team. Additionally, giving clear direction with timelines and teaching the art of following through contribute to the sense of accomplishment for the entire team.

CARMELA MASCIU. Cubist Pharmaceuticals. The leadership qualities I believe are most important are the ability to listen, understand, appreciate and consider others' perspective. Truly listening is not simply hearing and recalling words, it is understanding the thoughts, feelings, and motivations of other people. With understanding and perspective-taking you are able to build meaningful, productive relationships. Additionally, you are able to better iden-



I believe that active listening and simplification are essential techniques when it comes to solution-focused problem solving.

★ **KALYNN DAVIES**
MCCANN TORRE LAZUR

tify and enhance areas of strength while being able to appreciate and develop areas of growth in these relationships.

KATHERINE STULTZ. Celgene Corp. The trait that sets the stage for success is a clear expression of a vision that allows teams to be focused on a similar goal. A united vision can help a team achieve its goals, but how well the team succeeds needs additional investment. As a leader of several teams, I am as much a member of the team as anyone else. The leadership traits I strive to bring to my workplace is the creation of an environment of accountability, camaraderie, and respect for individual talents. Taking the time to listen to team members and learn from them is how creative solutions are often found. This combination of being bold, being focused, being genuine and being humble are the qualities that stand out the most for me. In my own leadership approach, I strive to bring these traits together and build teams that not only accomplish their goals but are energized to stretch well beyond.

MEG ALEXANDER. Chandler Chicco Companies. Volunteering for the tough job, solving the problem without easy answers, anticipating the next opportunity, and standing alongside your colleagues when it matters are the hallmarks of a leader. Leaders believe the toughest challenges are the greatest opportunities.



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THE OLD WAY

“You’re Only As Good As Your Data” is a Half-Truth

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- Boost drug and device development ROI
- Mitigate development and manufacturing risk
- Solve and prevent compliance issues
- Motivate patient, prescriber and payor behaviors

KATE BRANCALEONE. PDI Inc. I think the most important quality in a leader is confidence. When I think back to leaders in any industry that I've looked up to, they have been confident in a quiet way. They are listeners, but also thought-provoking speakers. They carry the role of a leader in a graceful manner, which is what makes most people look up to them.

MARIE-CAROLINE CHAUVET. Insigniam. Important qualities are being unstoppable in the face of circumstances and committed to something bigger than yourself; being of service, while empowering others to grow and develop; being inclusive, authentic and inspiring. Also important are self-awareness and a willingness to request coaching; you never have all the answers and won't overcome obstacles by yourself. Being willing to make the tough calls when needed is important.

TAMARA CIBENKO. Deloitte. The leadership qualities I believe are the most important are honesty, integrity, and the ability to inspire. Through honesty you gain trust, with trust others around you can see and rely on your integrity and with honesty and integrity you are able to inspire and lead.

SILVIA DE DOMINICIS. Johnson & Johnson. I think that there are many qualities a leader should have, such as energy, risk-taking, self-awareness and flexibility, ability to inspire and motivate others, and ease with ambiguity and complexity. I think the most important one is the ability to deal with one's own mistakes and failures, positively and quickly reacting to difficulties. In other words, leaders have to be resilient.

GIANINE ESPOSITO. Shionogi Inc. Great leaders understand people as well as business. They inspire hope and gain trust by actively listening and communicating effectively while keeping the bigger picture in mind. A good leader is able to articulate his or her point without being pushy and be able to negotiate successfully. Additionally, a good leader is much more effective simply by being approachable and staying calm during chaos. Being likeable goes a long way.

RESHEMA KEMPS-POLANCO. Novartis Pharmaceuticals. I believe the most important leadership quality is self-awareness. Self-awareness allows you to know what your towering strength is and how to maximize it to reach your goals and to also benefit others. Self-awareness includes being in tune with your truth north, ensuring that your internal compass remains on course with what your

core values are. This is especially true when it comes to growing businesses and growing people. Lastly, I believe great leaders inspire great confidence, while maintaining great humility at the same time. I believe these are elements of authentic leadership that can have a tremendous impact on people and performance.

HELENE KLAASSENS. Daiichi Sankyo Inc. For me, one of the most important qualities of a great leader is her ability to identify people's inner strengths and be able to create opportunities for individuals to leverage their strengths to do more, try more, and deliver more. A leader is able to inspire individuals to take on new challenges, create stretch goals, and accomplish great things. Effective leaders are able to build high-performing teams that stem from the strengths of their diverse team members.

BINITA KWANKIN. Takeda Pharmaceuticals. I think genuinely caring about the people around you and surrounding yourself with diversity of thought are important aspects of leadership. Surround yourself with people with different ideas and who you push you to take risks and try approaches that you may not have tried otherwise.

HARRIET BURROWS. EY. I quickly brainstormed the absolutely fundamental qualities I believe are very important to being a leader — I came up with 28. I've managed to cut these down to six characteristics which for me, are important. There are so many different types of leaders but these are the qualities I'd like to be known by: authentic, people trust you and are honest with you; brave — courageous to make tough decisions but also resilient in defeat; passionate — inspiring and enthusing teams; smart — having a good brain; and humble — respectful of myself and others.

ELIZABETH BARRON. CMI/Compas. Commitment, communication, and a sense of humor are just a few of the qualities I feel are needed to make a successful leader. To earn your team's respect, they need to see your commitment to the greater good through everything you do. An effective leader also communicates clearly and delegates appropriately to ensure each team member has a specific role and feels ownership over her contribution to the team. A sense of humor and positive outlook are necessary to keep a team motivated and make the work day something to look forward to.

LANEY COHEN LANDSMAN. Makovsky. Leadership is one of those nebulous terms, and the traits that make up a good leader can vary



The leadership qualities I believe are the most important are honesty, integrity, and the ability to inspire.

★ **TAMARA CIBENKO**
DELOITTE

depending on the situation, team, and manager. I think self-awareness and empathy are probably two of the most important qualities a leader can have. You need to be clear on what your strengths are and what complementary strengths you need from others, and most importantly you need to know how to pull those strengths from them. The ability to do this is a direct impact of having self-awareness and empathy.

SHONTELLE DODSON. Astellas. There are many qualities that define leadership. Key attributes that I believe are critical for any successful leader include authenticity, integrity, effective communication, putting others first, creating a compelling vision, and having a positive attitude. Leaders who display these traits will be well-equipped to develop and lead successful teams.

BRENDA EUSTACE, PH.D. Vertex Pharmaceuticals. There are three qualities that I find most important for leadership success. First is a positive attitude towards tackling impossible challenges and accepting the inevitable failures. Second are the yin and yang qualities of trust and honesty that enable the strong relationships necessary for successful teams. The third quality is intuition. There are uncertainties in every decision, and a good leader can navigate the choppy waters to inspire confidence in the team.

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JOSEPHINE FUBARA, PH.D. Pfizer. The traits I admire in good leaders are authenticity, honesty regardless of whether you have to deliver a tough message, and the ability to inspire and motivate a team to deliver results.

SARA HYZER. PwC. Giving credit where credit is due and having integrity are the leadership qualities I value most. I work in an environment where effective teaming is crucial to our success. I believe that a good leader fuels her team by sharing credit for successes among all team members. At the same time, a good leader shares the load by taking personal responsibility when things don't go well. Just as important is demonstrating integrity in all that I do. Being the same person on the outside as on the inside allows those I lead to trust me.

JENNIFER ZINN. Roche Diagnostics. While there is no secret sauce when it comes to leadership, all of the leaders I admire possess a few common qualities: vision, strategic agility, courage, authenticity, integrity, the ability to lead and follow, and of course having a sense of humor never hurts. The best leaders are outcome driven, bringing people and ideas together to deliver results.

HARRIET PERDIKARIS REYNOLDS. LLNS Inc. I think the most important quality a leader can have is the ability to drive change. It's very easy to identify challenges and obstacles, but to really overcome them takes fearlessness. Having the courage and strength to know you may fail, but never letting that stop you, is important.

CAROL BENDIG. Publicis Touchpoint Solutions Inc. The leadership qualities that I believe are the most important are the three Cs — communication, confidence, commitment, along with integrity and honesty.

TOYA EVANS. Inovalon Inc. I believe a leader has to be able to engage and inspire others, have great listening skills, be willing to make tough decisions, delegate and most importantly, be authentic. Leadership is an evolving process and I don't believe any of us get to be a great leader and stay there. I'm a big advocate of continuous learning and feedback to assure I am being as effective as possible in my role.

MICHAELA HERDICK. EMD Serono. I believe the following four leadership qualities are important — passion, people-focused, empowering, and progress-oriented. Good leaders are passionate about what they do every day. They can engage people with their energy. They are

people focused; they spot talents and give them opportunities to grow. They are aware that diverse teams are critical for success and naturally act on this. They empower their teams.

DEBORAH LEE, M.D., PH.D. Lundbeck. I think the two most important leadership qualities are: respect, both in the respect a leader receives from as well as demonstrates for those that she leads and the ability to lead from behind. A great leader will know when it is important to allow other members of the team to lead while providing support and guidance from behind.

CAROLE STREICHER. KPMG. There are several qualities that a good leader demonstrates. First, a good leader is a team player who seeks multiple points of view and is collaborative, but at the same time is decisive, and able to make tough decisions. A good leader also inspires performance from the team by being motivating and energetic as well as recognizing and rewarding outstanding performance. Finally, a good leader is a strategic thinker; innovative and a visionary. He or she pushes the boundaries and is not okay with the status quo. I have been fortunate to work with many great leaders at KPMG and try to emulate these qualities.

ERIKA JURRENS. GlaxoSmithKline. In today's pharmaceutical environment, a leader must set the direction and inspire his or her team to recognize the role of serving patients first. It is critical that a leader have the highest of values and develop trust not only within the team, but across boundaries, encouraging innovation and interconnectivity.

★ INSPIRATIONAL ROLE MODELS

Rising Stars salute those who have made a difference to them.

PAM HOLLAND. YourEncore. I have been blessed to have had some incredible mentors throughout my career. One individual, Catherine Sohn, a former HBA Woman of the Year, helped me to seize opportunities with confidence and courage in my late twenties. She was a role model for clarity of purpose, creative problem solving and owning my accomplishments. I continue to learn from each and every manager I have, but also find as my career progresses, that I learn as much if not more now,



Because of Yvonne Puig's leadership, I am the lawyer and leader I am today.

★ **DAPHNE ANDRITSOS CALDERON**
NORTON ROSE FULBRIGHT

from those who report to me. Among the many talented individuals I currently work with at YourEncore, a young woman by the name of Anne Harker, teaches me every day. She is a sponge for learning, amazingly strategic, and is not afraid to challenge my thinking. She inspires me and keeps me on my toes.

NORIKO YOKOI, PH.D. H4B Chelsea. Everyone who I have had the opportunity to meet has played a role in my leadership development — colleagues, supervisors, clients, and mentors. In particular, the supervisor who I had five years into my advertising career was very critical of me and told me some uncomfortable truths that I didn't necessarily want to hear. To this day, I think about him and his words of wisdom and thank him for being so honest.

HEIDA JONSSON. Flashpoint Medica. My father was the best leader I ever met. He was confident and driven but never lost the personal touch that inspired those around him. He worked hard and demanded the same of those around him. Whether at the office or in the home, he led by example. He taught that success is directly related to the effort put forth. By providing the utmost effort, attention and care, he created the best result and led those around him to maximize their potential.



There is a reason I've come to be known as a passionate advocate for mentoring and that's because without a mentor, my career path would have looked very different

★ **JENNIFER ZINN**
ROCHE DIAGNOSTICS

JUDY WAI. Amgen. I have had the privilege and opportunity to work with many talented role models in my organization. Over the past years, my manager has played a key role in developing my leadership responsibilities and given me an opportunity to go on an ex-pat assignment in Europe.

DIANE VINCH. Sudler & Hennessey. My parents have played the most important role in my leadership development. My mother taught me empathy, and that I could accomplish anything I set out to. As cliché as it sounds, she taught me to be myself and to never compromise who I am. My father taught me work ethic, a sense of humor, and to stand up for what I believe. Both of them taught me honesty and humility. They set a solid foundation for me.

KEYURI SHAH. EY. Firstly, I would say my husband. We met at business school and worked in teams together. He was the first person to put a mirror in front of me and taught me to be a listener and not just a talker. He was my toughest critic and showed me all the things I did wrong, and of course, right. I feel everyone has had a role to play whether it's all the different bosses I worked with through the years or even the junior analysts who provided me feedback. I have been fortunate to work with a tremendous set of people and have learned along the way. I would like to specifically call out three people in the recent years

— Kripa Rajshekhar, Brad Kuntz, and Dan Shoenholz, all partners in my practice who invested time in me to develop my leadership skills.

MAYAH CURTIS. IMS Health. The ghosts of the past are lessons learned to excel and live in the present. They shape who I want to be tomorrow, and provide the strength to overcome challenges, drive innovation, and make a difference in the lives of others around me. Leadership is an evolution that happens through experiences. It's these experiences that are essential in understanding my strengths, weaknesses, and limitations in my leadership style.

KARIN LOCOVARE. JUICE Pharma Worldwide. I have wonderful parents who instilled in me a strong work ethic and to always try my best. They taught me that it is okay to fail and when you do, don't dwell on it but rather pick yourself up and move on. They also encouraged me to do what makes me happy. Early in my career, I spent a year in San Francisco during the dotcom heyday of the 90s. It was a special time in a special place, and I learned from my West Coast managers and mentors to have an entrepreneurial drive, creative spirit, and work/life balance.

SONIA FLYNN. PSKW. There is no single person that I could name or credit as being most influential in my leadership development. I have had the privilege of working with many unique people, women and men, in varying roles, with different goals and individual skill levels throughout my career. Exposure to various personalities, styles, and techniques has helped shaped how I conduct myself.

JEMMA CONTRERAS. Campbell Alliance. Looking back, my leadership development started young, growing up in a family with independent, strong, motivated women role models — my mother and grandmother. Throughout my career I have shaped my leadership style based on many interactions and experiences. In recent years, my colleagues Mike Menta and Fahti Khosrow-Shahi and my team have really taught me what it means to be a great leader.

AMY BUTLER. Thermo Fisher Life Sciences Solutions. There are many people over the years who have played a critical role in my leadership development. The most essential support came from senior leaders who acted as sponsors, identifying new opportunities and opening doors for me, and from friends and colleagues, who gave me encouragement when I needed it to

take on the next challenge.

MARIAN BELSACK. BD. My first manager at BD has been key. He challenged me and gave me the space to try out new ideas. He also knew well how to include the fun-factor, even in the most difficult of challenges.

SARAH-JANE BARKER. Grey Healthcare Group. I owe much of my leadership development to the founders of WG Consulting, Claire Gillis and Karen Westaway. I was a home grown product of their developmental program and personal coaching from the grass roots up. They each taught me very different aspects of leadership in business but recognized where my natural skills were from day one and fostered them, allowing me to grow my own leadership style over the years.

DAPHNE ANDRITSOS CALDERON. Norton Rose Fulbright. Without a doubt, Yvonne Puig, head of life sciences and healthcare at Norton Rose Fulbright, has played a significant role in my leadership development. I have known Yvonne for almost 20 years and as a lawyer, supervisor, mentor, and friend, she has shown me through countless and varied examples, in life and in law, what it means to lead. Yvonne often says as a leader "you have to advocate, educate and elevate" and she has done exactly that for me my entire career. Because of her leadership, I am the lawyer and leader I am today.

MARIE MCDONALD. Quintiles. I've been fortunate to work with some very talented people. Clients, bosses, colleagues, and friends have all played a key role in my development. A client who took an interest in my development helped stretch the bounds of my ability. A former boss/mentor acted as an advocate and ensured I was top of mind for others. Susan Hundley and Kim Ray, both from Quintiles, helped me expand my network and think more broadly about how I could apply my talents. The leaders and friends I work with serving on the HBA Greater Philadelphia board continue to inspire my growth.

HARRIET PERDIKARIS REYNOLDS. LLNS Inc. My parents played the biggest role in my development as a leader because they taught me to speak up, stand tall, and take action. From a young age I was taught by my parents not to wait for things to happen to me, but to go after them and drive change in my own life. I have also had amazing mentors along the way that have helped me hone my leadership skills in ways that allowed me to become a better partner, employee and ultimately leader of my



My first manager at BD has been great. He challenged me and gave me the space to try out new ideas.

★ **MARIAN BELSACK**
BD

own team.

BRIDGET BAGNATO. BD. My family has been the key to my career and leadership development. From a young age, they have empowered me to choose my own path and have encouraged and supported me every step of the way. This fostered an environment where I felt secure and self confident and I am very grateful for that.

HARRIET BURROWS. EY. I have been very lucky to have so many mentors who have helped me and continue to help me; I believe it's important to appreciate and learn from specific qualities from different individuals. I have had mentors within EY, clients, family members, and friends, each of whom have different characteristics that I admire hugely — visionary leaders, leaders by example, technical leaders — each have taught me something valuable about leadership.

ELIZABETH BARRON. CMI/Compas. There have been so many wonderful colleagues and mentors over the years who have impacted my leadership development, but I'd have to attribute most of my growth to my father. He has always demonstrated what it means to be a true leader, both professionally and personally. By watching his natural ability to lead others and his unending drive to succeed, I've always strived to achieve my personal best no matter what challenge lies ahead of me.

JENNIFER ZINN. Roche Diagnostics North America. There is a reason I've come to be

known as a passionate advocate for mentoring and that's because without a mentor, my career path would have looked very different. My mentor, Ray, identified potential in me and pushed me to actively own my development. Both great and poor managers have taught me about what good and bad leadership looks like. And I have been deeply influenced by my mother, a Clinton nominee in the field of childcare, who was responsible for bringing workplace daycare to government offices.

LANEY COHEN LANDSMAN. Makovsky. Throughout my career I've been very lucky to have exposure to supervisors, clients, and close colleagues who have helped me evolve my leadership skills and style. Sometimes I only realize what I learned after I was no longer working with them. One supervisor in particular stands out for me, and while we only worked together for a year, she remains one of the most supportive people in my life. She has been most valuable when my confidence was lacking or during challenging times both for work and in my personal life. I've definitely emulated her approach more than any other person simply because she has demonstrated that good leaders build lasting relationships with clients and colleagues.

SHONTELLE DODSON. Astellas. Multiple people have played critical roles in my leadership development throughout my career. Most importantly, my parents built a solid foundation by teaching us the unwavering importance of integrity, authenticity, communication, selflessness, and the importance of optimism. They also taught us to have a strong work ethic, know ourselves, and to believe that we can succeed. This foundational support paved the road for the professional growth I have enjoyed in my career.

BRENDA EUSTACE, PH.D. Vertex Pharmaceuticals. There are too many people who have played a role in my leadership development to single out just one. I find that I learn leadership skills from people in just about every situation, whether it's a particular style of leading a meeting that I find effective to the way someone communicates a difficult message. The key is to keep your eyes and ears open, because there are always lessons to be learned.

JOSEPHINE FUBARA, PH.D. Pfizer. I have had and continue to have influences both from my personal and business life on my leadership development. My kids, who are now 21 and 20, have taught me about certain aspects of leadership — patience and an ability to look at things differently. I have had good bosses and

not so good bosses and in all cases have been determined to learn from every one of them. I had a female boss early on in my career who was fearless and fierce and she laid the groundwork for the kind of leader I wanted to be in an industry that is dominated by men. Currently, there is a leader in Pfizer Consumer Healthcare who inspires me with his authenticity. He is real and not afraid to show some emotion even on a public stage.

SARA HYZER. PwC. Several key people have played a role in my leadership development. Growing up, my life revolved around competitive sports, which gave me the confidence to lead highly motivated teammates. Professionally, I have several key mentors within PwC who always challenge me to push myself and give me the confidence and the opportunities to succeed. Finally, personally, a close friend I have traveled the world with has helped broaden my perspective on life and has been an active listener and supporter through difficult times.

★ LEADERSHIP TOOLS AND TECHNIQUES

Rising Stars reveal the tools and techniques they use to hone their leadership skills.

TOYA EVANS. Inovalon. Reading is something that I do. It allows me to decompress from the daily challenges and it allows me to stay abreast of topics within leadership, motivation, engagement and more. I anchor on tips and techniques through this process and apply them as appropriate.

MICHAELA HERDICK. EMD Serono. I personally believe that active listening is critical for good leaders, this technique enables us to understand what matters to our people, and it grounds us to the organization. As well as if we really focus on active listening, it prevents that we provide a solution on a topic or question instead of guiding others to find an answer for themselves. The second one would be storytelling as this binds people emotionally to you and the point you like to make. This technique for example will make your vision very real for the ones who listen to you.

DEBORAH LEE, M.D., PH.D. Lundbeck. The most important tool is respect for those you lead. Listen to them, challenge them, grow



Look for leadership examples everywhere and anywhere, in any field, and in any situation.

★ **DR. ELIZABETH YI**
CDM NEW YORK

their abilities, and make them feel that they have a role in your decisions. While it is important to lead, it is even more important to develop future leaders. And lead by example. Make sure it is always “do as I do” and never “do as I say, not as I do.”

CAROLE STREICHER. KPMG LLP. I remember reading once that leaders who make personal sacrifices for the benefit of other team members are highly regarded as good leaders and this behavior ultimately results in increased productivity levels of the team. While not always easy to do, this is one technique that I often ask myself if I am carrying out in my own career. I also think being accessible is important. This can be difficult with our busy schedules and travel demands. I try to make sure everyone knows that I have an open door policy and although I am busy, everyone should feel welcome to come to me at anytime about anything.

ERIKA JURRENS. GlaxoSmithKline. The best tools a leader can have is the knowledge of their strengths and areas for development, a keen ear for honest feedback, whether from shareholders, the changing external environment, or their teams, and an eye on the future of the organization.

MARIE MCDONALD. Quintiles. Maintaining a focus on the big picture and the plan to get there is important. Awareness of how to balance the long-term strategy with the short-term needs of the team and of my client helps



Value all the people you work with, learn from everyone, even those people you find challenging have something to teach you.

★ **CHRISTINE BAEDER**
TEVA PHARMACEUTICALS

me to know when I should concede or push forward. I've also learned that the ability to build an executable roadmap that outlines the plan for changing the tactics of today in order to achieve the strategic vision of tomorrow is an important element to inspire and motivate others.

COLLIETURNER. Epocrates, an athenahealth company. Understand your team's cultures and backgrounds. Take time to know who they are and what challenges they have and what they bring to the discussion. Encourage your peers to step outside of their comfort zone: it's important for their own growth, even if they can't see it in the moment. Bridge gaps between conflicting internal and external groups — be your own peacemaker. There is a lot of room for that in today's remote environment. Say hello to everyone. Don't be shy. Take the criticism, you can't possibly know everything. I wish there was a manual that comes with leadership opportunity when it is afforded to you, but the reality is, you may have to stumble a lot to get there. But you will get there.

ELIZABETH YI. CDM New York. Look for leadership examples everywhere and anywhere, in any field, and in any situation. Reading biog-



The situational leadership approach has been most effective. There is no single style of leadership that is a best fit for every situation.

★ **HELENE KLAASSENS**
DAIICHI SANKYO

ographies of leaders or studies of successful companies, assessing market leading brands and companies, or simply talking to successful friends and acquaintances about successes and failures they've learned from can all provide a perspective that might be applicable to a situation that you face.

CHRISTINE BAEDER. Teva Pharmaceuticals. Value all of the people you work with, learn from everyone, even those people you find challenging have something to teach you. Also do not limit yourself to a narrow interpretation of your role, if you can add value to something, offer to help and walk through the doors this opens.

MICHELLE MARLBOROUGH. Medidata Solutions. First, know your market — know what's important, what the vision, value, audience, and business requirements are and be able to articulate them clearly. Then, focus on the what and leave the how to the people who know best. In other words, help members of your team recognize their own potential by giving them the space and freedom to take on new challenges, be resourceful and forge their own paths doing what it is they enjoy. If you are able to create an environment that brings together experts in different areas who take risks as a team, the results will be quite powerful. **PV**

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AFTERNOON
WORKSHOP
1:00-5:00

510(k): Preparation, Submission, and Clearance

One of the first steps for medical device companies that manufacture Class II medical devices and IVDs is to file a Premarket Notification, also known as a FDA 510(k) submission, with the FDA.

Technically, the FDA does not “approve” medical devices or IVDs for sale under the FDA 510(k) premarket notification process; the agency gives “clearance” for them to be sold. To be cleared for sale by the FDA, the first step is to identify a Predicate Device(s), which is a medical device already cleared by the FDA and is similar to the one for which FDA approval is being sought.

Learn the ins and outs of Preparation, Submission and Clearance for your medical device in this hands-on session.

Attendees will walk away with materials and a toolkit to implement best practices for months to come.

Plus, key takeaways:

- Evaluate the classification of your medical device or IVD and determine the proper FDA product code and regulation number
- Review testing requirements, applicable FDA guidance documents and required standards
- How to compare with predicate devices with FDA 510(k) clearance

Robert Di Tullio, Vice President (*former*), Global Regulatory & Clinical Affairs, **Alere, Inc.**

Main Conference Day One | Tuesday, June 3, 2014

8:00 *Registration & Morning Coffee*

9:00 **Opening Remarks & Keynote Session**

What's Next? Innovation in Medical Device Trials

The need to generate high quality clinical data to support medical device labeling claims has increased significantly over the last few years. Coupled with an increasing requirement to provide substantial clinical data in the post-market setting in both US and Europe, has forced Medical Device and Diagnostic Companies to re-evaluate their approach to clinical development. With the expectation of the agency changing, how will the business model change? Will there be enough dollars? How do we adapt? Hear the answers to all of these questions and more in this insightful keynote session.

Omar Dawood, M.D., M.P.H., Chief Medical Officer, SVP, Medical Affairs, **Kona Medical**

9:45 **To Keep In-House or to Outsource? That is the Question**

PANEL What is your core competency? Can outsourcing cut costs and expedite timelines? What considerations must be made in the

in-house and external activities to develop the optimal outsourcing strategy for clinical trials on a case-by-case basis.

Moderator: Joe Popowicz, MS, Principal Consultant, **Emergent Clinical Consulting, LLC**

Panelists:

Jason G. Jones, MS, CCRP, VP, Clinical Affairs, **Wright Medical Technology, Inc.**

Jennifer Dugan, Manager, Clinical Research, **Stryker Orthopedics**

Karrie Hilsinger, Director, Clinical Operations, **Valeritas**

10:30 **Emerging Trends in Security: Impact on Clinical Trial Outcomes**

and the emergence of these issues is very relevant to medical device professionals. MDISS is a non-profit organization working to optimizing relationships between healthcare providers, industry,

and the security community. In this session, Dr. Dale Nordenberg discusses emerging trends in medical device HIT security and the impact on clinical trial outcomes and patient safety risks.

Dale Nordenberg, M.D., Executive Director, **MDISS (Medical Device Innovation, Safety and Security Consortium)**

11:15 *Networking Break*

12:15 **Successful Execution of Device Clinical Trials in the EU**

CASE STUDY This session touches upon the pros and cons of an EU-first clinical and commercial strategy. Discussion questions/talking points include:

- Regional focus – how do you know where to go?
- Determine whether to keep work in-house or contract a CRO
- Vendor selection techniques and leveraging expertise in the country of your choice
- Keep the big picture in mind – how to incorporate reimbursement and regulatory needs at the forefront

Ursula Morjaria, Director Clinical Research CRDM, **Medtronic**

1:00 *Networking & Luncheon*

2:00 **Vendor Selection and Tactics for Vendor Management**

CASE STUDY You've decided to outsource a clinical study... now what? Speakers in this hands-on session walk you through the ABC's of vendor selection for Medical Device companies and provide tips for vendor management. Lessons learned and case study examples will be shared.

- will be most effective to meet the needs of your trial
- Develop effective vendor selection strategies to ensure a strong and effective partnership from the onset of the trial
- Discuss the matrix of relationship management and get expert insights on what works/what doesn't

W Allan Alexander, M.D. Senior Director, Clinical Research, **Bioventus, LLC.**

Joseph Giorgianni, VP, Clinical Affairs, **Intact Vascular**

2:45 Risk Management for Medical Devices and IVDs

This session is intended to discuss systematic and holistic approaches for medical device risk management including in vitro diagnostic medical devices (IVDs) applicable to medical device and IVD manufacturers and stakeholders.

- Discuss the impact of ISO 14971 on the risk management
- Develop and implement a systematic and holistic risk management strategy

Robert Di Tullio, Vice President (*former*), Global Regulatory & Clinical Affairs, **Alere, Inc.**

3:30 *Networking Break*

4:15 Considerations, Challenges & Lessons Learned in Going Global

PANEL Estimates show that by 2015, more than 50 percent of growth in global clinical trials will be directly attributed to the offshoring

of clinical trials to emerging markets. Experts discuss executing studies in the US vs. overseas and share lessons learned.

- Discuss regulatory considerations
- How to identify the right local resources
- Tackle reimbursement issues in different regions

Panelists:

Ursula Morjaria, Director Clinical Research CRDM, **Medtronic**
Christina Villar, M.P.H., Director, Clinical Affairs, **Johnson & Johnson Vision Care, Inc.**

Mary McNamara-Cullinane, VP, Regulatory & Clinical Affairs, **Echo Therapeutics**



5:00 *Evening Reception*

6:30 *End of Main Conference Day One*

Main Conference Day Two | Wednesday, June 4, 2014

8:00 *Morning Coffee*

8:45 Recap of Day One

9:00 Lessons Learned from Pharma/Biotech Outsourcing: Insights for Device Companies

CASE STUDY This session focuses on takeaways learned from outsourcing and operations processes from pharma/biotech that can practically be applied to medical device trials.

Jennifer Dugan, Manager, Clinical Research, **Stryker Orthopedics**

9:30 Research Results Unveiled: Avoca 2014 Industry Survey on Trends in Medical Device Clinical Outsourcing

Patty Leuchten, President and CEO, **The Avoca Group**
Panel of Medical Device Executives (TBA)

10:30 *Morning Break*

11:30 Sustaining Patient Engagement Post-Approval

CASE STUDY So, your device has launched into the market... what now? How do you ensure a sustainable post-approval life cycle? How do you build this into your clinical operation preemptively? This session focuses on sustaining patient engagement through education and relationship building to optimize retention and patient outcomes.

Pam Lilly RN BS, Director, Clinical Operations, **RedPoint International**

12:15 Operations and Outsourcing Techniques for Small Companies

CASE STUDY Small medical device companies or startups face an array of different challenges than large companies. This summit is designed for executives to exchange pearls of wisdom and lessons learned from both positive and negative scenarios.

- Backing for Startups - Where is the VC Funding?
- Emerging financing options for early stage life science companies

- Vendor selection
- Relationship Management
- How to keep the attention of your big CRO partner
- Technology - how do small companies choose where to invest their tech dollars?

Lian Cunningham, Vice President, Clinical Affairs, **BAROnova**

1:00 *Networking Luncheon*

2:00 Educating & Working with Your Investigators: Investigator Perspective

Investigators are the bridge between sponsors, CROs and patients enrolled in clinical trials. Integral to the success of your clinical study, Investigators hold the key to patient enrollment. This session navigates how medical device sponsors can optimize their relationships with investigators and dives deep into:

- Practical issues surrounding investigator performance
- Concerns for new investigators
- GCP guidelines and compliance
- Intricacies of cost/billing/Medicare

William B Smith, MD, FACC, President/Principal Investigator, **New Orleans Center for Clinical Research and Volunteer Research Group**

2:30 Facilitated Group Discussion: The Ins and Outs of Operations

OPEN DISCUSSION Attendees discuss the challenges and opportunities in the execution of clinical trials and shape best practices in medical device clinical operations.

Joe Popowicz, MS, Principal Consultant, **Emergent Clinical Consulting, LLC**

3:00 *End of Conference — See you next year!*



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please visit: www.MedDeviceTrials.com

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Partnerships in Medical Device Trials Conference

Dear Colleague,

As you know, the medical device industry is heading into an era fraught with **change and uncertainty**. In addition to a bevy of new concerns, such as the impact of **healthcare reform** and the **medical device tax**, device manufacturers are grappling with mounting pressures related to **cost, time to market** and an **increasingly stringent regulatory environment**.

To remain competitive and accommodate some of these challenges, many medical device manufacturers are increasingly turning to outsourcing as a solution. Consequently, the changing medical device landscape and generally favorable view of outsourcing in the medical device industry represent a significant opportunity for contract manufacturers serving this specialized market.

To reflect these industry shifts, IIR has launched the Inaugural **Partnerships in Medical Device Trials Conference**, where we invite you to exchange insights and best practices amongst your device peers, plus hear the latest advancements and strategies from thought leaders in the field, including perspectives from:

- ▶ Johnson & Johnson, Vision Care
- ▶ Stryker Orthopedics
- ▶ BAROnova
- ▶ Echo Therapeutics
- ▶ Wright Medical Technology, Inc.
- ▶ Medtronic
- ▶ ... and more!

We look forward to welcoming you to Chicago in June!



Marina Adamsky
Event Director
Institute for International Research

P.S. Register your whole team and **SAVE UP TO 15% OR MORE OFF** the current registration rates! Contact Millison Thenor today at 646.616.7625 to develop a customized registration package for your team.

Sample of Attending Companies

IIR's annual flagship event, Partnerships in Clinical Trials, attracts many medical device company leaders. Below are just a sample of the kinds of companies expected at the Inaugural Partnerships in Medical Device Trials in June:

- Abbott Molecular
- Abbott Vascular
- BD Becton Dickinson & Company
- C R Bard Inc.
- Covidien Surgical Devices
- Johnson & Johnson Vision Care
- Lundbeck
- Medtronic Diabetes
- Medtronic Vascular
- Neovista Inc.
- NeuroVista Corporation
- OBS Medical
- Ortho Clinical Diagnostics
- pSivida
- Roche Diagnostics
- Smiths Medical
- Stryker
- Therakos Inc.

Who You Will Meet

- ▶ Medical Device Manufacturers
 - Clinical Research
 - Clinical Affairs
 - Clinical Operations
 - Outsourcing
- ▶ CROs
- ▶ Technology Vendors
- ▶ Law Firms
- ▶ Consultants



Partnerships in Medical Device Trials Conference

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Expanding from the successful and global IIR Partnerships in Clinical Trials Conference, this all-new event dedicated to the growing Medical Device Clinical Trials arena is ideal for clinical operations, affairs, and outsourcing executives. Join the following leading medical device clinical trial practitioners and manufacturers in June:

- ▶ Alere, Inc.
- ▶ BAROnova
- ▶ Echo Therapeutics
- ▶ Emergent Clinical Consulting
- ▶ Johnson & Johnson Vision Care, Inc.
- ▶ Kona Medical
- ▶ MDISS
- ▶ Medtronic
- ▶ RedPoint International
- ▶ Sangart
- ▶ Stryker Orthopedics
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- ▶ Wright Medical Technology, Inc.
- ▶ And more.

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