

# A Technology REVOLUTION

LUCY DEUS

## SUPPLYING THE ANSWERS

**LIVING BY THE MANTRA THAT THE CUSTOMER COMES FIRST AND THE SOLUTIONS DERIVE FROM THEIR NEEDS, LUCY DEUS, CO-FOUNDER AND VP OF PROJECT MANAGEMENT AT SUPPLYSCAPE, HAS FOCUSED HER CAREER ON DEVELOPING SOLUTIONS TO REAL-WORLD PROBLEMS.**

Ms. Deus believes that the global life-sciences industry has the unique opportunity to positively impact a patient's quality-of-life and successfully navigate today's business challenges if given the right technology support, and to that end she co-founded SupplyScape.

Drawing on a deep knowledge of distribution processes, regulatory requirements, collaboration, and interoperability technologies, she works intimately with customers to develop new solutions for key strategic challenges.

These solutions have had a notable impact in helping companies successfully meet several regulatory deadlines, improve product recall responses, and protect products from counterfeiting and diversion.

Her problem-solving skills were developed early in her career while working as a software engineer at Mitre, where she had the opportunity to contribute toward applying advanced technologies to national security interests.

### Passionate · Thoughtful

**NAME:** Lucia (Lucy) Deus

**CURRENT POSITION:** VP Product Management, SupplyScape Corp.

**EDUCATION:** B.S., Computer Science, University of Rhode Island

**DATE AND PLACE OF BIRTH:** Dec. 1966, Warwick, R.I.

**FIRST JOB:** Server, Del's Frozen Lemonade

**FIRST INDUSTRY-RELATED JOB:** Software Engineer, Mitre

**DREAM JOB:** Own a neighborhood coffee shop

**PROFESSIONAL MENTORS:** Henry Bayard, Joel Jacobs

**CONNECTED VIA:** LinkedIn, Plaxo

**WORDS TO LIVE BY:** Treat others the way you wish to be treated; listen to what others are saying and try to understand where they are coming from

Today in the life-sciences, Ms. Deus has found the process of creating a solution an enriching journey: working with end users to understand their business challenges, analyzing opportunities, identifying both current and future operational needs, and working with a diverse group of designers, software engineers,

and quality engineers to transform technologies into actionable solutions. For Ms. Deus, what is most satisfying is seeing the impact those solutions have on patients.

Those skills and experiences all come together in her role at SupplyScape, which was created to provide solutions that would help secure the value and safety of the pharmaceutical supply network.

She and her co-founders brought together their business and software experience to build the company from the ground up, which she started with just four people in a tiny office in Cambridge, Mass.

One challenge she is passionate to solve is the pharmaceutical industry's siloed model, and she wants to help companies move toward a model where there is greater collaboration.

She notes that there are operational and business benefits to be gained across the pharmaceutical supply chain by improving knowledge sharing and the development of joint planning with customers and suppliers.

According to Ms. Deus' colleagues, she is considerate, understands what's important to them, and helps whenever possible. She has a proven ability to motivate others, manage client relationships, lead product teams, and deliver results.

Ms. Deus attributes much of her success to two mentors early in her career: Henry Bayard and Joel Jacobs, with whom she worked at Mitre. Mr. Bayard's visionary approach to using technology to transform business, his enthusiasm, and his ability to think outside the box and challenge others to do the same rubbed off on Ms. Deus.

Her other mentor, Mr. Jacobs, constantly encouraged her to try new things and pushed her to take the next step; he helped Ms. Deus to recognize the benefits of professional growth that come with being willing to take a leap.

In addition, Ms. Deus has been a noted contributor to the industry thought leadership throughout her 20-year career.

A regular speaker at industry events, seminars, and workshops, Ms. Deus also drives technology and process standards development across numerous workgroups at the Healthcare Distribution Management Association (HDMA) and GS1, a global organization dedicated to the design and implementation of global standards and solutions to improve the efficiency and visibility of supply and demand chains across sectors. ♦

#### DID YOU KNOW?

Lucy Deus listens to "This American Life" by Ira Glass, because of the insightful way in which the artist ties unique snapshots of daily living into broad themes.



A key priority for Lucy Deus, VP Product Management and Co-founder of SupplyScape, is to positively impact a patient's quality of and help companies successfully navigate today's business challenges through the right technology support.

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## Tenacious • Positive

NAME: Joseph A. Tetzlaff

CURRENT POSITION: Chief Technology Officer, i3

EDUCATION: MBA, International Business &amp; Finance, NYU Stern School of Business; B.A., Economics and Computer Science, Colgate University

DATE AND PLACE OF BIRTH: June 1963, Saskatoon, Saskatchewan, Canada

PROFESSIONAL MENTOR: Glenn Bilawsky, CEO, i3

FIRST JOB: Business trainee, Dun &amp; Bradstreet Corp.

DREAM JOB: Teach software development process at the college level as an adjunct professor

CONNECTED VIA: Facebook

WORDS TO LIVE BY: Every conversation is either building or destroying a relationship

## DID YOU KNOW?

Joe Tetzlaff coaches and referees youth hockey.

says, was that the solution had to serve internal as well as external needs. Consideration had to be given to product implications, such as ease of use, ability to upgrade, technical support, customer service, and global access.

Mr. Tetzlaff says the industry must work to improve efficiency in drug development, particularly in such challenging economic times.

Beyond his technical prowess, he demonstrates leadership in his role as a senior executive at the company by setting a tone of being accessible and personable.

His colleagues and peers note that he has an innate ability to partner with different businesses and translate their needs into differentiating solutions, a talent that goes far beyond his technologically based skills.

Mr. Tetzlaff credits his mentor and i3 CEO Glenn Bilawsky for providing him with a deep understanding of the business and the industry and looks to share his perspective for integrity and making solid decisions around the company's people and culture. He says Mr. Bilawsky has also taught him how to develop personal, long-term customer relationships and the importance of strong ethics in business.

As information becomes more available and transportation more accessible, these tenets of professional development are more important than ever. The world is shrinking, and global health issues — from the complexities of potential pandemics to ongoing issues related to HIV — are becoming increasingly relevant to everybody.

More clinical study participants are needed for broad markets, and as a technology expert, Mr. Tetzlaff believes he can play a critical part in developing solutions. ♦

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Joe Tetzlaff, Chief Technology Officer at i3, has provided outstanding leadership in relation to the development and implementation of enabling, industry-leading technologies that materially impact the clinical development process.

## OUT-OF-THE-CUBE SOLUTIONS

THROUGH DIRECT INTERACTION WITH LEADING PHARMACEUTICAL AND BIOTECHNOLOGY COMPANIES, JOE TETZLAFF HAS TAKEN A LEADERSHIP POSITION IN DEVELOPING TECHNOLOGY SOLUTIONS THAT ADDRESS INDUSTRY NEEDS.

Mr. Tetzlaff has a deep understanding of technology and the tools that can be leveraged to give businesses an edge in the marketplace. A real problem solver and innovator, he sets a high standard for the industry and his colleagues.

An enthusiastic and committed i3 team member, he is always looking for ways to deliver quality and efficacy through technology. Mr. Tetzlaff is tenacious, focused, and positive. Believing any obstacle can be overcome, he lives and works by a driving credo: if at first you don't succeed, try, try again.

Mr. Tetzlaff joined i3 as chief technology officer three years ago with a goal to direct a transformation within the company to develop more intelligent technological products that better serve customers' needs.


He took a fresh look at a challenge faced not only by i3 but the industry at large: internal and external systems that were not integrated, which made the clinical trial process frustrating and inefficient. Under short timelines and competing requirements, he led a team that managed to exceed everyone's expectations and developed the i3Cube, an end-to-end product that can be used to implement and manage clinical trials. The system brings together all of the different components normally used to manage a trial, helping both clients and internal i3 staff by providing much better real-time study data visibility, quality, and regulatory compliance at a fraction of the resource cost.

What made the project a challenge, Mr. Tetzlaff

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Owen Charles, Manager, Outsourcing Management, BMS

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Joyce Hays, CEO, TARGET HEALTH

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## DATA PERFECT

**PERFECTION IS ALWAYS JUST A STUDY AWAY FOR DAVID PASTA. AND IF HE WERE INVISIBLE, HE WOULD GO TO CLIENTS' STRATEGY MEETINGS TO FIND OUT JUST WHAT THEY REALLY WANT TO ACCOMPLISH WITH THEIR STUDIES TO ACHIEVE THIS GOAL.**

As VP of statistic and data operations at ICON Clinical Research, Mr. Pasta has led numerous initiatives to improve the organization while ensuring the well-being of the company's people.

In the area of observational research, Mr. Pasta is well-known not just for his plentiful publications, but for his thought leadership in methodology and data presentation.

He consistently helps his staff and colleagues strive to reach their full potential. His ability to lead people was recognized three years ago when he was named Manager of the Year by the Western Users of SAS Software. He has won several other awards for his innovative SAS papers and has been asked to sit on numerous advisory boards.

Mr. Pasta says he was deeply flattered by the response to a paper he was invited to present at the SAS Users Group International meeting in San Francisco in 2006 titled Using Statistical Graphics to Understand Your Data (Not Just to Present Results).

Having worked with computers since the stone age (late 1960s), his fascination for them as playthings has long ago waned, but what remains is a deep understanding of data and the need for balance involved in reporting and analysis of information in an unbiased fashion.

He learned this lesson the hard way early in his career and recalls an incident that he refers to as a cautionary tale. After performing statistical analysis of a product's effect on men and women, data revealed that there was a slight, not dramatic, yet consistent difference no matter what analytics were applied. The lead author of the study didn't want to report the data because it hadn't been done before. The group decided eventually to omit the finding as not essential, which Mr. Pasta points out wasn't so. Less than a year later, another group got headlines for reporting a similar outcome.

Mr. Pasta is saddened by the fact that his group did not have the courage to present the finding, however tentatively, and questions how many other avenues for possible further research are omitted from published papers because "nobody reported such a finding before."

Data, he contends, will become even more critical as the need for postapproval evaluation



# DAVID PASTA

### Witty · Wise

**NAME:** David J. Pasta

**CURRENT POSITION:** VP, Statistics and Data Operations, ICON Clinical Research

**EDUCATION:** A.B., Statistics, Princeton University, Summa Cum Laude, Phi Beta Kappa; M.S., Statistics, Stanford University

**DATE AND PLACE OF BIRTH:** Oct. 1953, Los Alamos, N.M.

**FIRST JOB:** Programmer-Analyst, Educational Testing Service

**FIRST INDUSTRY-RELATED JOB:** Co-founder, DMA Corp.

**DREAM JOB:** Demographer, economist specializing in tax policy, or tax lawyer

**PROFESSIONAL MENTOR:** John Tukey, an emeritus Princeton professor

**CONNECTED VIA:** LinkedIn, Facebook

**WORDS TO LIVE BY:** Don't ever take clients' problems more seriously than they do

of risk and efficacy becomes universal for newly approved products. When this happens, he says the industry will need to find better ways to leverage technology to minimize the expense while maximizing the value of the data collected.

His talents in analyzing statistical data were impressed upon him by the late John Tukey, an emeritus Princeton professor considered to be one of the most important contributors to modern statistics.

Mr. Pasta says Professor Tukey's innovative

Judged by his contributions to the industry, the profession of statistics, his company, and the lives of his co-workers, David Pasta, VP, Statistics and Data Operations, at ICON Clinical Research, is certainly an industry leader.

#### DID YOU KNOW?

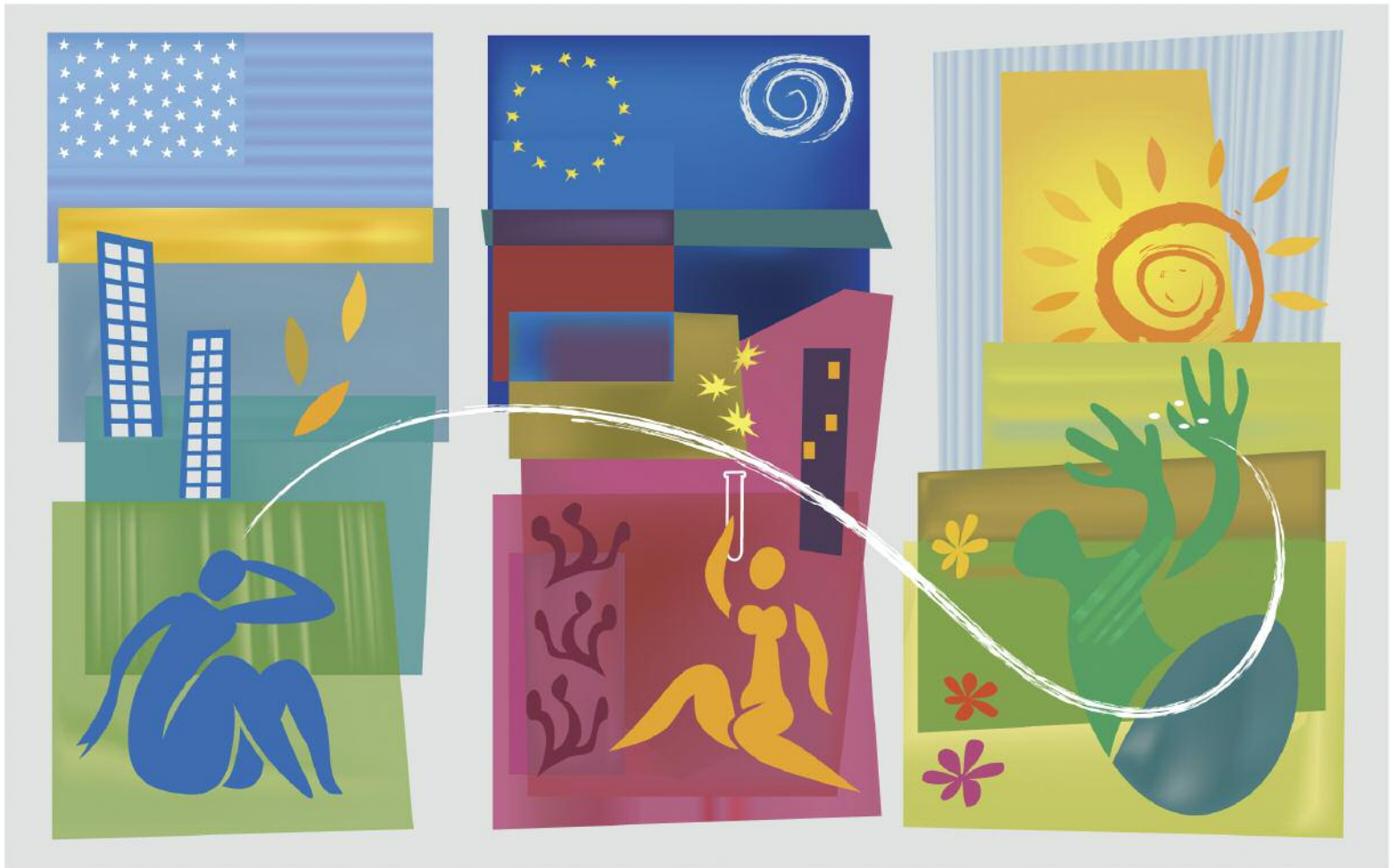
David Pasta appeared on the main stage of American Conservatory Theatre in San Francisco.

and creative approach to statistical analysis, with an emphasis on exploratory data analysis and graphical methods, influenced him tremendously and defines how he works today.

While serious about his work, Mr. Pasta has a very dry sense of humor and can find the funny side in almost anything. Years of experience as a consulting statistician in many fields give him a breadth of experience, and having lived through his spouse's long illness gives him a unique perspective.

When not crunching data, Mr. Pasta contributes his time to several philanthropic causes, including local food banks and other community support organizations. He is also a supporter of the theater arts and of Camp Kesem, a nationwide campus-based program that provides summer camp experiences for children whose parents have cancer or who have died from cancer. ♦

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**MORE** **LUCY DEUS** TECHNOLOGY FOR COLLABORATION

**AS VP PRODUCT MANAGEMENT AND CO-FOUNDER OF SUPPLYSCAPE, LUCY DEUS HELPS DEFINE THE CORPORATE AND PRODUCT STRATEGY AND MANAGES**

**PRODUCT DESIGN AND OVERALL IMPLEMENTATION OF THE COMPANY'S SOFTWARE SOLUTIONS.**

The co-founders started with a blank sheet of paper and worked hard to identify the business problems, create the business plan, attract more believers to the company, define the product, and attract customers.

Today, SupplyScape has almost 100 customers across all sectors of the pharmaceutical supply chain and on multiple continents.

Ms. Deus is passionate about what she does, embracing the projects she takes on and thinking of ways to drive success. By focusing on the outcome, she finds she is capable of achieving significant results when she sets her mind to it.

And Ms. Deus is eager to help clients implement models to increase collaboration and to realize such benefits as greater flexibility and agility of operations, increased accuracy and scalability, leaner inventory levels, shorter cash-to-cash cycle times, increased demand visibility, and better order fulfillment.

Before co-founding SupplyScape, Ms. Deus was director of program management, Performaworks, a provider of performance manage-

ment solutions that was acquired by Workscape in 2004. From 1999 to 2001 she was director of product development at iWant.com.

Previously, Ms. Deus spent more than 10 years with Mitre Corp., starting as a senior systems engineer and ultimately rising to the position of department head/associate department head, multimedia and collaboration services, Center for Integrated Intelligence Systems.

It was during this time that she was exposed to complex problems, advanced technologies, and working with extremely talented and dedicated people who had a common goal of making a difference.

Ms. Deus learned early on how valuable input from different people could be to solve problems. While in college, she worked summers as a server at Del's Frozen Lemonade in Rhode Island.

It was then that she learned the significance of the connections and interactions with people from all walks of life — professionals, locals, out-of-towners, young children, grandparents, teenagers, families, politicians, and so on.

She recalls that many customers would hang around, relax, and engage in rich conversations on all types of subjects ranging from sports to books to philosophy to politics to their life stories. According to Ms. Deus, there was always something valuable to be learned; all one had to do was listen and engage.

Ms. Deus also takes inspiration from her parents and ancestors who were from the Azores. This group of islands located in the

Atlantic Ocean was fairly isolated from much of the developing world for a long time. Upon visiting her ancestral homeland for the first time, a place she still considers to be one of the most unusual travel destinations, she was continually amazed at how centuries-old traditions were intermixed with modern thinking and trends.

Today, Ms. Deus's engagements and contributions are regularly recognized and have resulted in several awards, such as the 2007 Person of the Year award from the GS1 EPC-global's Software Action Group (SAG) for her role as editor of the Drug Pedigree Messaging Standard and the Director's Distinguished Accomplishment Award for Collaboration Technology Leadership at Mitre.

She also is a member of the Association for Computing Machinery Special Interest Group SIGCHI (Computer-Human Interaction) and IEEE Computer Society. ♦

**GETTING PERSONAL WITH LUCY DEUS**

**HOBBIES:** Gourmet cooking, home improvement

**BUCKET LIST:** Take a culinary tour through Europe; visit Aztec and Mayan ruins; author a cookbook that honors Portuguese Azorean recipes and culture; and make a difference in someone's life

**INSPIRATION:** Mother; Annie McKee, Ph.D., Founder of Teleos Leadership Institute

**A LITTLE-KNOWN FACT:** She puts carrots out every evening for the rabbits that visit her yard during the night

**WORDS TO LIVE BY:** Make a difference

**MORE** **DAVID PASTA** A DATA ICON

**WHEN SOMEBODY WANTS HIS EPITAPH TO BE "HE MADE A SIGNIFICANT DIFFERENCE (P<0.001)," YOU KNOW HE IS SERIOUS ABOUT DATA. DAVID PASTA, VP, STATISTICS AND DATA**

**OPERATIONS, AT ICON CLINICAL RESEARCH, BELIEVES THAT SOMETIMES ALL YOU CAN HOPE FOR IS TO MAKE STEADY PROGRESS AND BELIEVES THAT IF THE TARGET CAN'T BE REACHED ONE WAY, THEN ANOTHER APPROACH NEEDS TO BE FOUND.**

He has been quoted as stating: "Remember: start with the mutually exclusive and exhaustive, then go from there."

Because there isn't anything that can't be improved upon, he intently reviews statistical analysis plans, directs statistical analyses, advises on data management and study design, and interprets results.

It's this intensity that has also made him keenly focused on faultless outcomes and unbiased reporting, even if the results are less than positive for the client. He recalls that after spending considerable time analyzing the patient-reported outcomes for a head-to-head comparison of two drugs, he had to report back to an internal project director with a good news-bad news scenario. The good news was that the results were finally completed, but the

bad news was that the client wasn't going to be happy. He says on some measures, Drug A and Drug B were similar, but wherever there were differences, Drug A was worse. Upon hearing the news, his colleague asked why the client would be unhappy. Mr. Pasta responded because its drug came out worse. But in actuality the client's drug was Drug B, and Mr. Pasta, always unflappable, responded: "Okay, I take it back. Great news: the client will be happy." He cites this as an example of how unbiased reports truly need to be.

In addition to his role at ICON, Mr. Pasta is also co-founder and president of DMA Corp., a consulting firm providing data management and analysis services. Previously, he was founding director of the data management and analysis unit at Technology Assessment

Group, which later became Lewin-TAG, and then The Lewin Group, a subsidiary of Quintiles Transnational. He assumed the role of

chief information officer at Quintiles Integrated Strategic Solutions before being named VP of operations at The Lewin Group. Before

moving into industry, he was a research and teaching assistant, and independent consultant, at Stanford University. ♦

### GETTING PERSONAL WITH DAVID PASTA

**FAMILY:** Widowed with one son, Brian Guth-Pasta, 18

**HOBBIES:** Wine tasting, snorkeling, scuba diving

**BUCKET LIST:** Visit the Great Barrier Reef; go snorkeling/diving in Belize; visit the pyramids in Egypt

**INSPIRATION:** William Cochran, David Cox, and Brad Efron — statisticians; Ed Tuft; any number of political figures and Supreme Court justices

**TOP IPOD DOWNLOADS:** R&B classics from the '60s and '70s

**MOST UNUSUAL PLACE VISITED:** The newly

Israeli-occupied Golan Heights in December 1967 as part of a tour group with his family

**A LITTLE-KNOWN FACT:** Appeared on the main stage of American Conservatory Theatre in San Francisco in the Fool Moon, which involved audience participation

## MORE JOSEPH TETZLAFF CUBISM: A NEW TECHNOLOGY PICTURE



**ACCORDING TO JOE TETZLAFF, CHIEF TECHNOLOGY OFFICER AT I3, IMPROVING EFFICIENCY IN DRUG DEVELOPMENT IN THE GLOBAL MARKET DURING ECONOMICALLY DIFFICULT TIMES IS THE BIGGEST**

### CHALLENGE FACING THE INDUSTRY TODAY.

Pharmaceutical companies, like everyone today, must find efficiencies. And as this economic situation continues to drive consolidation in the industry, blended companies need to comingle their staffs, processes, and technologies. The use of multiple systems from various vendors makes it increasingly difficult to gain the needed efficiencies. Enter i3cube, the brainchild of Mr. Tetzlaff and his i3 team, the right solution at the right time.

Thinking outside of the box, Mr. Tetzlaff helped bring together internal clinical experts with people from best-of-breed technology leaders, including Adobe, EMC Documentum, and Oracle to develop the solution. Because the project used new development models that leveraged internal resources, getting the right people together in the same room was critical to its success.

Mr. Tetzlaff's strong and motivational talents helped ensure that the team understood the scope of the effort and the implications for the industry.

In his role as chief technology officer for i3, he is also responsible for providing the strategic vision and development discipline for all technology that supports this rapidly growing business.

Before joining i3 he was chief technology officer at Wolters Kluwer's WK Health Medical Research & Pharma Solutions business units. Before that he held the chief technology officer position at WK Health Medical Research.

He has held the same position in numerous divisions and companies, including Ovid

Technologies; WK North America Legal, Tax and Business; and WK North America Legal, Tax and Business — Legal Information Systems.

Mr. Tetzlaff was a consultant with American Management Systems from 1991 to 1993.

He began his career at Dun & Bradstreet Corp., starting as a business trainee and rising to the position of software development manager.

In addition, Mr. Tetzlaff has completed a certificate program in Six Sigma-Black Belt Level and Green Belt Level. ♦

### GETTING PERSONAL WITH JOE TETZLAFF

**FAMILY:** Three sons

**GIVING BACK:** The United Healthcare Children's Foundation

**INSPIRATION:** Abraham Lincoln

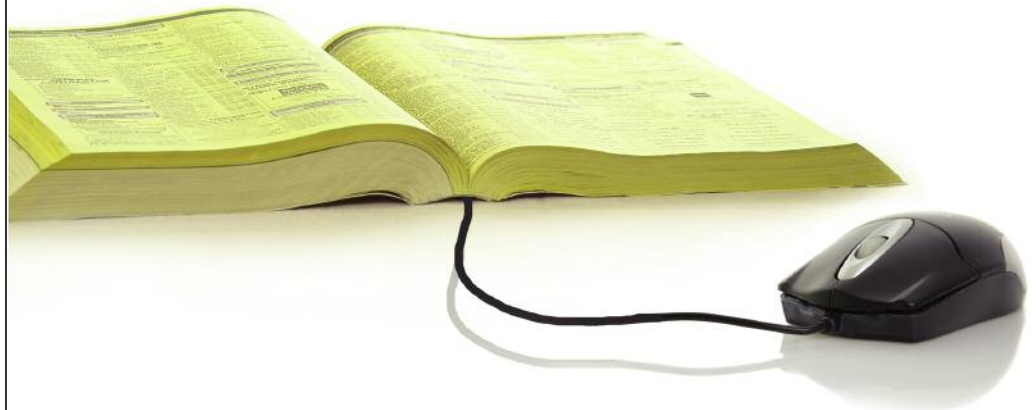
**TOP IPOD DOWNLOADS:** Audio books

**MOST UNUSUAL PLACES VISITED:** The Grand Canyon and Checkpoint Charlie, in 1985 before the Berlin Wall came down

**A LITTLE-KNOWN FACT:** Coaches and referees youth hockey

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