

The Commanders and Chiefs

These top-level executives are at the forefront, leading change within the industry and guiding their companies to success.

Driving Success Through a People-First Approach

MARTIN SOETERS WAS PRESENTED WITH AN AWARD IN JULY from employees of Novo Nordisk as the Most Beloved President in New Jersey. This is an honor the president of Novo Nordisk USA and senior VP of Novo Nordisk North America takes very seriously. Mr. Soeters listens to his employees, and at the same time, focuses on the performance of the company. To meet these goals, every month he has lunch with the people whose birthdays are in that month. Additionally, every month there is a company breakfast meeting with all 500 office employees, and every quarter the company broadcasts a meeting through the Internet to the sales representatives to update them on how the company is doing. Mr. Soeters uses every possible opportunity to seek, listen to, and discuss feedback from the field-force staff.

Early in his career, Mr. Soeters thought products were what was important, but he has come to realize that the real differentiator is people, which is why he places such a high priority on his employees' morale. He also takes seriously the company's principle of the "Triple Bottom Line," which

aims to protect the well-being of employees and customers, the community, and the environment. On a global level, Novo Nordisk has established the World Diabetes Foundation, which supports projects to improve diabetes care in developing countries. To meet its obligations to the community, the company has partnered with the Entertainment Industry Foundation to launch a national Diabetes Aware campaign. In addition, Mr. Soeters established an office in Washington, D.C., to help make diabetes a higher priority on the political agenda. Furthermore, he is an advocate of the company's Patient Assistance Program, which provides people in need with a continual supply of products at no charge.

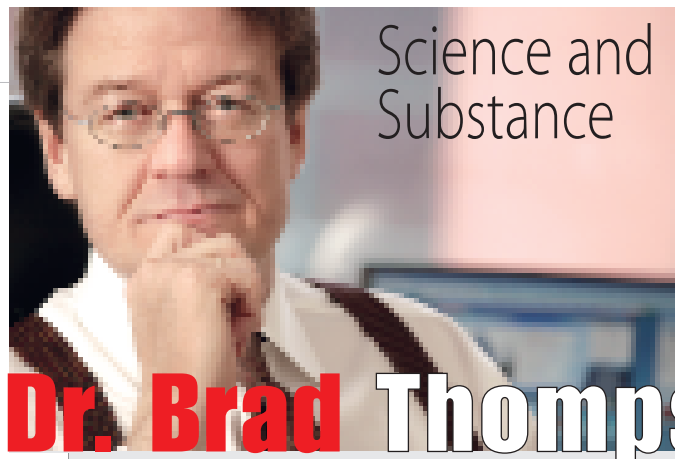
Mr. Soeters takes great pride in having been with the organization for more than 25 years and plans to stay until his retirement.

Martin Soeters has been President of Novo Nordisk USA and Senior VP of Novo Nordisk North America since 2000; he also is a member of the senior management board of Novo Nordisk A/S.

Martin Soeters



Science and Substance



Dr. Brad Thompson

WITH A DISCIPLINED YET ENTREPRENEURIAL MANAGEMENT STYLE, Brad Thompson, Ph.D., chairman, CEO, and president of Oncolytics Biotech Inc. has relied on the science rather than the hype to get the company's core cancer agent, Reolysin, to clinical trials. Even though most early clinical studies are geared toward collecting such information as toxicolo-

gy data, for example, Dr. Thompson has great satisfaction knowing that patients derive benefit from being involved in the company's clinical studies, no matter how early the trials are. This optimism is part of the biotech company leader's DNA. He believes the glass is always half full and that every situation has a positive side, even if on the surface things look bad.

Dr. Thompson also believes life is too short not to work to one's full potential. Having been part of several startup companies before Oncolytics, he tries to instill this philosophy in others around him, and he takes pride in watching those he mentors grow personally and professionally.

What he looks for in people is not just their experience, but also their abilities, and he encourages staff by giving them the opportunity to stretch themselves. It's not unusual to hear that Dr. Thompson gave someone his or her first break.

As Chairman, CEO, and President of Oncolytics Biotech Inc., Brad Thompson, Ph.D., believes that patients derive benefits from even the earliest clinical trials.

Triumph over Adversity

IF IT WERE NOT FOR A TOOTHACHE, DONATO TRAMUTO WOULD NOT BE HERE TODAY. He was booked on United Flight 175 leaving Boston on Sept. 11, 2001. As fate would have it, he decided to leave the day earlier after going to dental appointment. Tragically, two of his friends and their 3-year-old son who had planned to join him, kept their tickets for the Sept. 11 flight.

The lesson from this for Mr. Tramuto has been to look at the challenges that life presents as opportunities for renewing faith, strengthening personal resolve, and doing good work.

The Sept. 11 tragedy is just one of the many losses Mr. Tramuto has faced in his life. He has had to deal with the deaths of two brothers, a sister-in-law, the shooting death of his grandfather, and, at the age of 8, the loss of his hearing. After many operations and intensive speech therapy, he defied the odds and has gone on to have a very successful career, including his most recent role as CEO of i3. Mr. Tramuto's motto is "never give up" — personally or in business. He knows life is about challenges and he believes challenges define one's character because of constant self-improvement.

In honor of the memory of his two friends and their child, in the Fall of 2001 Mr. Tramuto established the Donato J. Tramuto Foundation, which has granted nine college scholarships to candidates who, in the face of adversity, have demonstrated leadership. The foundation's health and wellness grants have funded a program enabling English to be taught to an entire village in Cambodia so that its citizens can pursue professional careers; approved a grant for a hearing device system at a children's theater; and provided an educational grant to an AIDS organization.

Mr. Tramuto says a leader's role should be to inspire people to embrace the vision and understand all the challenges that it takes to make a vision a reality. He has worked diligently to open the channels of communication in healthcare. In 2003, he created "Leadership Under the Stars," a forum that brought together stakeholders from government, the pharmaceutical industry, managed care, and large employers to open a dialogue that would address what is missing in healthcare. That year, 70 leaders converged on his home in Maine to discover the one truism — everyone wants the same thing: quality, safety, transparency, and integrity of clinical research. This October, he will reconvene the forum to further the discussion.

Integrity, character, and inspiration are just a few of the attributes that Donato Tramuto brings to his role as CEO of i3.

DONATO TRAMUTO





LOUISA HOLLAND

Multidimensional, Multitalented

TEACHER, MENTOR, TEAM BUILDER, AND PERFECTIONIST are just a few of the adjectives that describe Louisa Holland and the role she defines as copresident of U.S. operations for Sudler & Hennessey (S&H).

Like all leaders, Ms. Holland sets high standards for herself as well as for those around her. To help her staff achieve personal and professional satisfaction, she is a staunch believer in providing the support and education to meet their goals.

Because it's important for Ms. Holland that employees don't feel as though they are on their own, she eschews politics and has created a team environment that is fair and equal. With a calm demeanor, she teaches people how to get the work done and how to do it right. She expects top-notch results and knows that no task is impossible when talented people are provided with the right tools to succeed and are committed to the goal.

Ms. Holland has an arsenal of experience to draw from as she mentors junior staff. In her career with S&H, she has been responsible for medical-education programs and multimedia communications campaigns across a wide range of therapeutic areas. She has earned numerous accolades for her film work and interactive video commercials. Most recently, she guided the start up of three new S&H divisions: Avenue-e Health Strategies, Precept Medical Communications, and IntraMed West.

Ms. Holland, who holds a biology degree, is driven largely by an appreciation for the importance of the scientific work that helps understand disease and improve health. Throughout her career she has been inspired by those biology lessons that focused not only on the science, but also on the intersection of science and society.

She also draws inspiration from those who think big, who are creative, and who can apply different perspectives to a project that may lie outside the norm. She believes, and encourages her staff to believe, that to make a real difference one has to have a big-picture view.

As Copresident of U.S. Operations for Sudler & Hennessey, Louisa Holland draws upon a lifetime of experience to inspire her staff to think big to make a real difference.

Determination, Compassion, and Respect

JOHN CLINE REFUSES TO REST ON HIS LAURELS.

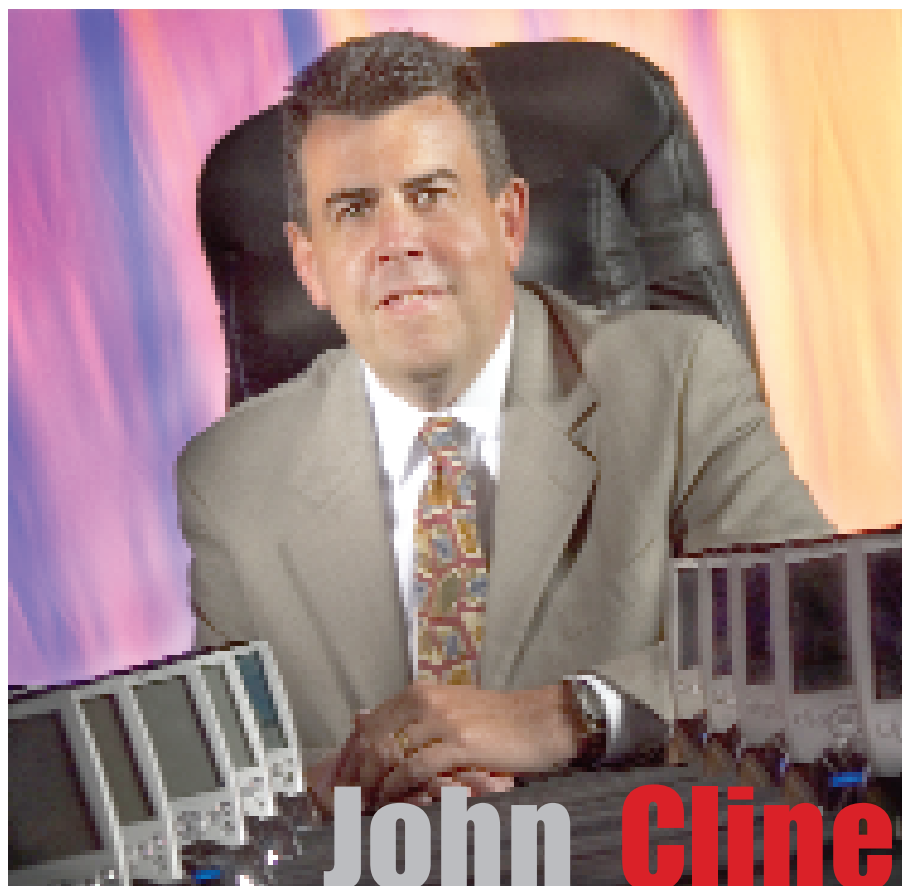
For the CEO of etrials Worldwide Inc., it's not enough to simply focus on the sales of the company's e-solutions to expand the organization. To be truly successful, he believes it's important to continually focus on developing and nurturing the people who are the company's key assets, strive to streamline processes, and ensure clients are happy.

The company has survived some tumultuous times, both financially and in the EDC market, which is one of etrials' core e-technology competencies. As a result, Mr. Cline has a true appreciation for the sacrifices that his people have made. And those who weathered the storm and stood by Mr. Cline and the company appreciate that he, too, was more than willing to make sacrifices. The result is a profitable fiscal-year 2004 for etrials and a 20% increase in staff during the first quarter of 2005.

A hands-on, roll-up-his-sleeves CEO, Mr. Cline has developed a symbiotic company culture that is built on honesty, candor, and respect and that embodies energy, passion, and togetherness.

With a tireless work ethic, inherited from his parents, Mr. Cline is determined to stay ahead of the curve by developing technology-based e-clinical solutions that enable new drugs to reach the market as quickly, safely, and cost-efficiently as possible. He pushes his employees to challenge the status quo, and to ask the question, "What can we do better?"

For Mr. Cline there could be no bigger reward



than having played a small part in accelerating the drug-development process and ultimately to improving the quality of life for those in need of important medicines.

As the CEO of etrials, John Cline leads by example and refuses to let himself or his employees become complacent in the pursuit of e-clinical solutions to accelerate the drug-development process.

A TRULY UNIQUE WORKPLACE IS WHERE POETRY IS NOT ONLY IN THE LAB, BUT IN THE VERY PRINCIPLES BY WHICH THE COMPANY ABIDES TO. That's the environment that Mark J. Ahn, Ph.D., president and CEO of Hana Biosciences, has created. A classist by training, Dr. Ahn turns to great works of literature to inspire his staff. Drawing on the words of the poet John Keats, "I'm certain of nothing but the holiness of the heart's affection and the truth of the imagination," he has built a culture that is centered on bold ideas and deep-rooted compassion and goodwill.

Dr. Ahn has worked to create an environment of functional excellence and teamwork to make the most of the agility of a small company. His job is to create an environment where his colleagues can thrive through self-motivation.

He points to the words of a great poet, "the antidote to exhaustion is wholeheartedness," to explain that while there is much to accomplish, the work is a privilege and opportunity of a lifetime.

Hana is focused on acquiring, developing, and commercializing innovative products to treat important unmet medical needs in oncology, and Dr. Ahn has set ambitious goals for the company, aspiring to make it the Cisco of biotechnology.

Achieving such feats is not without its challenges, but Dr. Ahn tackles the inevitable obstacles with aplomb.

He believes that history teaches us that things will go wrong and how people respond is often the difference between survival and failure.

As much as Dr. Ahn inspires his staff, colleagues, and business associates, he is equally inspired by those around him. It's made for a vibrant workplace of world-class individuals, where every member of the team contributes significantly to the success of the company.

Outside the office, Dr. Ahn is committed to efforts to overcome HIV/AIDS in sub-Saharan Africa and has ties to the University of South Africa Medical School. And it is those on the frontline of the battle who most inspire him.

Mark Ahn, Ph.D., President and CEO of Hana Biosciences Inc., has developed a culture of functional excellence.



Where
Poetry
Meets
Science

DR. MARK AHN

Dr. Daniel Vasella

A Corporate Bedside Manner

THIS SHARP BUSINESSMAN HAS DRIVEN NOVARTIS TO NEW HEIGHTS IN FINANCIAL SUCCESS, CORPORATE GOVERNANCE, AND R&D PRODUCTIVITY. But when it comes to the needs of patients worldwide, the doctor in Daniel Vasella, M.D., Novartis' chairman and CEO, kicks in.

Early in his life, Dr. Vasella faced the trauma of illness and death in his own family. At the age of 8, he contracted tuberculosis and meningitis, which led to a long stay at a hospital. More painfully by far was the death of his 19-year-old sister of cancer two years later, followed three years thereafter by the death of his father.

These life-altering events inspired him to help others as much as he could, this led him on the path to become a physician and later a pharmaceutical executive with the desire to do whatever it takes to regularly bring innovative drugs to physicians and their patients.

Today, this commitment is reflected in Novartis' responses to major health issues. In 2001, when the World Health

Organization placed the antimalarial drug Coartem on its Essential Medicines' list, Dr. Vasella responded by committing to boost production of the medicine by more than 400% and, most critically, providing it to developing countries at cost. Also under his leadership, the Novartis Institute for Tropical Diseases was established to discover treatments and prevention methods. He also supported the clinical trial for Novartis' breakthrough cancer drug Gleevec and developed the International Patient Assistance Program to reach all patients in need of treatment.

His ability to achieve such ambitious goals stems, to a large degree, from his skill at communicating those beliefs to his senior staff. A true visionary, Dr. Vasella recognizes the importance of a strong, motivated workforce. He believes that when competent people are inspired by the purpose of their work they can achieve extraordinary things.



Daniel Vasella, M.D., Chairman and CEO of Novartis, brings a strong business leadership, commitment to innovation, and compassion for patients, which are an inspiration to his employees.

AS PRESIDENT AND CEO FOR ABOUT 7,000 EMPLOYEES WORLDWIDE, JOSEPH HERRING, or as he prefers Joe, firmly believes in being a visible leader. Whether he is on the road visiting Covance's various locations in more than 17 countries, sitting at the bench with the company's chemists, or meeting with clients, he watches, listens, and engages on a very personal level. He recognizes that he can't reach out to everyone at the compa-

ny daily and that it requires a tremendous amount of discipline to maintain a focus on the top priorities.

He and his executive team have built a culture where employees feel valued and respected. His people know that he is not sitting in an ivory tower and that they can call a division president, or himself for that matter, and the phone will be picked up. He takes their feedback seriously and is an advocate for clients in the company. He shares the clients' voice with employees to help them understand the strategic decisions he makes about the company — decisions that aren't always easy to make, but have the employees' and the clients' best interests in mind. The result is an employee base that has a passion for delivering exceptional service, providing world-class science, and generating results, as well as helping to bring the miracles of medicine to market through a relentless focus on client-service delivery.

As a clinical-trial participant and cancer survivor, Mr. Herring understands personally the impact these medicines can have. As a junior in college, Mr. Herring developed a systemic infection that almost took his life. After being told there wasn't anything more the doctors could do, his parents consented for him to participate in a trial of a new anti-infective. A week later, he walked out of the hospital. Then in 1989, he was diagnosed with a level 3 malignant melanoma and was given six months to live. Once again, Mr. Herring fought through and is now healthy and cancer free.

These life-altering experiences unquestionably fire up Mr. Herring in terms of what the company does to help clients improve people's lives. It is why, as he puts it, he can never walk past a service issue and he makes sure his employees follow his lead.

Joe Herring brings tenacity in the face of personal adversity to his leadership role as President and CEO of Covance Inc.

Alan MacKenzie Connecting Care

THROUGHOUT HIS CAREER ALAN MACKENZIE has been an inspiration to many, always displaying personal integrity in adverse circumstances and unflinching commitment to ethical behavior. His leadership skills and dedication to the healthcare industry have been clear during his 20-year career at TAP Pharmaceutical Products Inc.

In 1985, he joined the company as a sales representative and has steadily moved up the corporate ladder, serving in various senior-level roles, including VP of sales and director of marketing, before holding the position of president of Takeda Pharmaceuticals North America (TPNA) and in September 2004 succeeding H. Thomas Watkins as president of TAP.

His mission is to sustain high quality and ethical standards throughout business, be that in research and development, manufacturing, marketing, or sales promotion, a commitment that is reflected in the company's state-of-the-art ethics and compliance program.

The dynamic work environment at TAP, which encourages innovation and professional creativity, is a testament to Mr. MacKenzie's guidance. He is ensuring that the company stays true to its mission statement — Connected to Care. As a result, everyone at TAP is connected to patients, to customers, and to each other.

Alan MacKenzie, President of TAP Pharmaceutical Products Inc., is ensuring the company reflects its core value — Connected to Care.



Susan Stein

Focused on Goals



THE CONTINUOUSLY EVOLVING PHARMACEUTICAL INDUSTRY'S BUSINESS NEEDS PLACE UNIQUE DEMANDS ON COMPANIES THAT SERVE THE INDUSTRY.

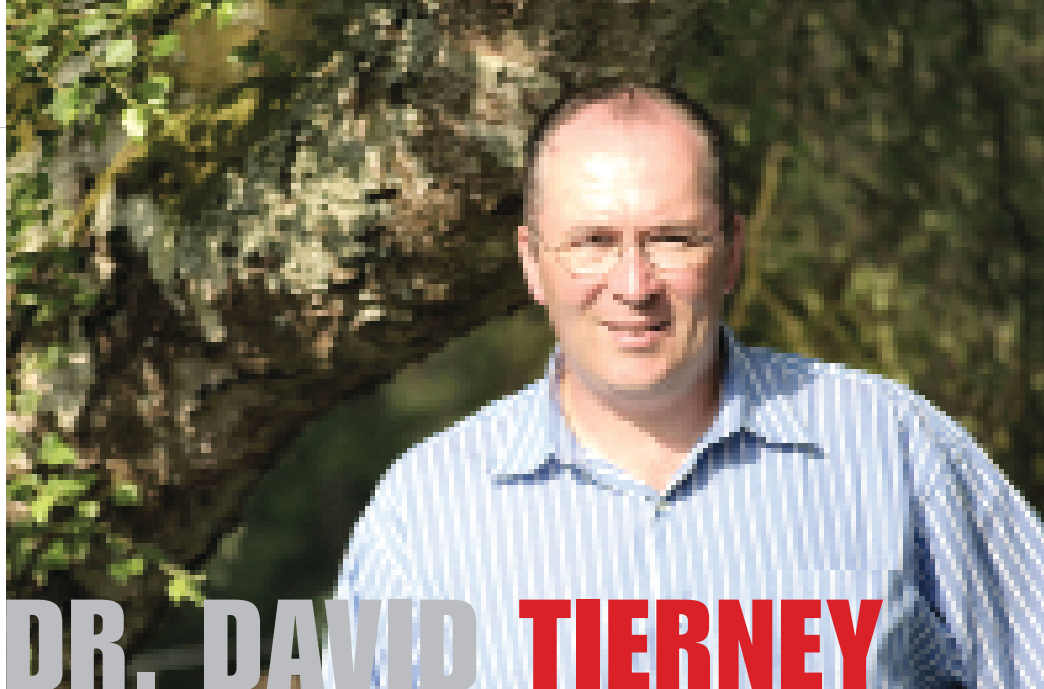
Susan Stein, CEO of CONNEXION Healthcare Inc., meets these challenges head-on by keeping her organization ahead of the curve. With two business units of the company — Clinical CONNEXION, a medical-communications company, and Excellence in Medical Education (XME), a medical-education company — under her leadership, she looks for individuals who are as motivated, flexible, and self-directed as she is to exceed clients' expectations.

Ms. Stein takes pride in maintaining a professional atmosphere in which her teams are able to meet and surpass their goals. She appreciates those who are willing to do things differently, who welcome the opportunity to overcome obstacles, and who are energizing to those around them. As a leader she is demanding, but she is equally demanding of herself, never asking more of others than of herself. Ms. Stein has built a dynamic company culture and does everything she can to nurture and guide her people.

At the end of the day, she believes that to be successful one has to be passionate about what one does, and passionate people produce extraordinary results. Her own passion and tenacity have paid off. Clinical CONNEXION has grown to 40 employees since opening its doors in 1999. XME is projected to follow a similar path.

Advancing patient care is a full-time job for Ms. Stein, both inside and outside the office. She sits on the planning committee of Daisy Day, a fundraising event for the Children's Hospital of Philadelphia, and serves on the advisory board for the Philadelphia chapter of the Variety Club, an organization that raises money for disabled and underprivileged children.

Passion leads to success for Susan Stein, CEO of CONNEXION Healthcare Inc.



Rebuilding a Specialty House

TWELVE YEARS AGO, DAVID S. TIERNEY, M.D., BROUGHT HIS FAMILY FROM IRELAND TO THE UNITED STATES TO FOLLOW NEW OPPORTUNITIES. Since then, he has worked for smaller, entrepreneurial pharmaceutical companies, where he developed a fairly broad base of skill sets. Now as a first time CEO, as well as president and director of Valera Pharmaceuticals Inc., he is using his well-balanced business sense and energetic personality to turn a once thinly staffed and comparatively stagnant research operation into a fully integrated specialty pharmaceutical company.

He came to the company, then called Hydro Med Sciences, in August 2000. Through his efforts, Valera established a product pipeline and has commercialized its proprietary drug-delivery technology after receiving FDA approval for a 12-month implant indicated for the palliative treatment of advanced prostate cancer. Produced at Valera's manufacturing facilities, this product also is marketed by the company's own salesforce.

Dr. Tierney is more than willing to roll up his sleeves to get a job done. He's nobody's yes man either and rails against the corridors of bureaucracy associated with large corporate structures.

In the fast-moving corporate environment that Valera is now part of, Dr. Tierney believes that to run the company efficiently and effectively it's better not to have a large-company mentality. As CEO, he is forced to make decisions rapidly and he knows that he has to live with the consequences of those decisions on a daily basis.

While paying close attention to the cost-efficient growth of Valera, he strives to create an environment where people can take pride in their work and where their personal success is instrumental to the success of the company. He encourages individual creativity, while at the same time pulling his people together into a focused team.

A physician by training, David S. Tierney, M.D., President, CEO, and Director of Valera Pharmaceuticals Inc., knew early on that the business world was where he wanted to be, and he is now on the threshold of a major career goal: taking a small company public.

DR. DENNIS GILLINGS

A Corporate Evolution

HIS GOAL WHEN FOUNDING QUINTILES IN 1982 WITH 10 EMPLOYEES WAS TO BUILD A COMPANY THAT WOULD LAST. Now, 23 years later, Dennis Gillings, CBE, Ph.D., chairman and CEO, leads a company with more than 17,000 employees, offices in 50 countries, and operations in three major areas: product development services, commercial services, and pharma-bio development.

Dr. Gillings began providing statistical consulting and data-management services to pharma in 1974 while he was a professor of biostatistics at the University of North Carolina. As demand for these services grew, he saw the opportunity to start a company, and, in doing so, he helped found the CRO industry.



Quintiles has grown and changed dramatically in the intervening years, including becoming a publicly traded company in 1994 and returning to private ownership in September 2003, when Dr. Gillings and other investors purchased the company back.

Dr. Cameron Durrant

An Organizational Conscience

IT TAKES A SPECIAL CORPORATE LEADER TO INSPIRE EVERY MEMBER OF A 125-PERSON STAFF ABOUT THE FUTURE OF A COMPANY.

Cameron Durrant, M.D., MBA, president of PediaMed — The Pediatrics Company, is just that type of leader. His mission is that every individual associated with the organization has the best possible experience, both personally and professionally.

The company was recently ranked as the No. 1 place to work in Kentucky, based on an assessment of company employee policies and procedures as well as the results of an external survey of employees. According to the survey results, 100% of PediaMed employees think senior leadership offers an inspiring vision for the company's future and communicates openly and honestly about important matters; understand the company's mission and goals; believe the company's culture is special; are proud to work there; and have fun at work. Additionally, 91% believe they are regularly recognized for their contribution and understand how their job contributes to the company's strategic goals.

To nurture this winning culture, Dr. Durrant emphasizes five core behaviors: shared accountability and transparency; participative management; ongoing listening and learning; continuous improvement; and coaching and supporting others.

To best serve those he leads, Dr. Durrant recognizes that people want to work in a place where they are adequately rewarded, which addresses their physical and material needs. But people also need an environment where their deeper talents are appreciated, respected, and tapped into, which means leaders need to understand how individuals are inspired and what drives their passion. These goals need to be met through a sense of organizational conscience and consciousness.

In addition to understanding how to

As the structure — and the needs — of the organization changed over time, his management style has evolved, which has allowed the company to grow and thrive.

Dr. Gillings' passions extend beyond helping companies bring new medicines to market faster. He believes in giving back to the industry and community, especially with regard to education, and serves on several boards and councils.

In 2003, Dr. Gillings received the Consul General's Award from the British American Business Council of North Carolina. In June 2004, Dr. Gillings was appointed Commander in the Most Excellent Order of the British Empire (CBE).

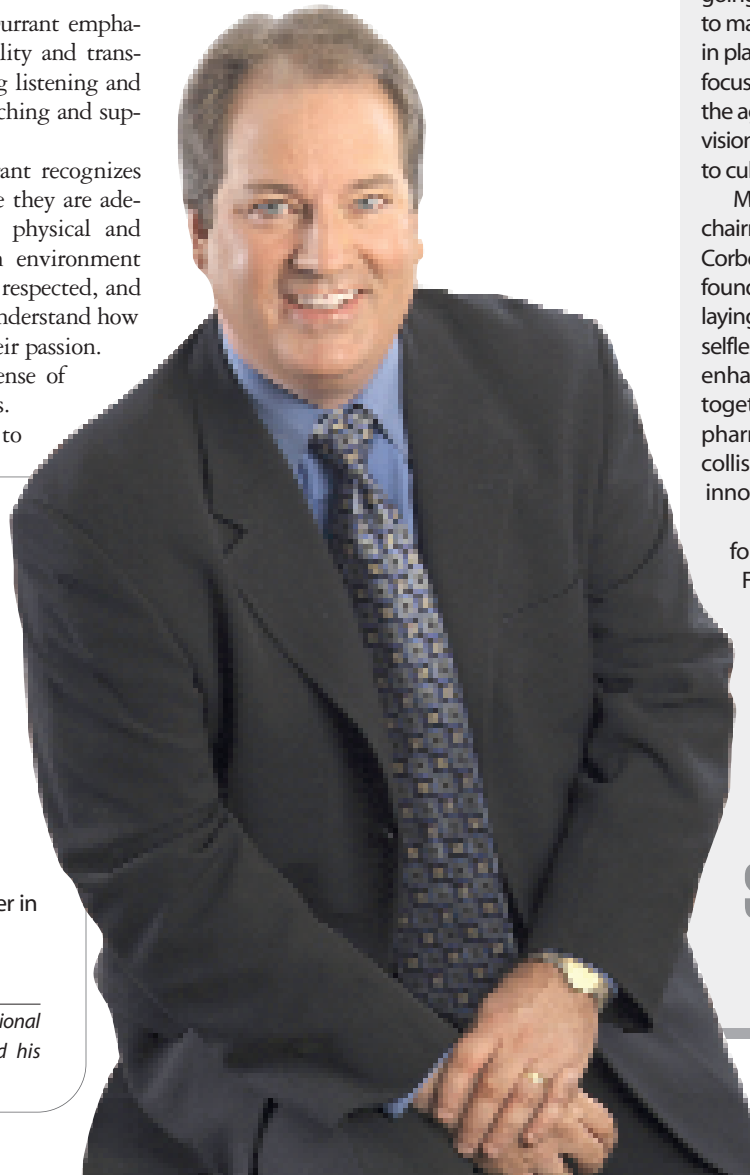
As Founder, Chairman, and CEO of Quintiles Transnational Corp., Dennis Gillings, CBE, Ph.D., has structured his company for success.



motivate and inspire staff, Dr. Durrant understands the pediatrics market. Since taking the reins nearly three years ago, he has grown PediaMed into an aggressive, best-in-class specialty pharma company.

Dr. Durrant also has been named the Healthcare Entrepreneur of the Year by Ernst & Young for Ohio and Kentucky.

As President of PediaMed — The Pediatrics Company, Cameron Durrant, M.D., MBA, leads the company through organizational conscience and consciousness.



Charting the Course

AS CEO OF ONE OF THE LARGEST HEALTHCARE COMMUNICATIONS COMPANIES, Scott D.

Cotherman knows that agency success is not based on one individual, but on the talents of many. In 2004, he helped to orchestrate the merger of two of Omnicom Group's top agencies: The Corbett Healthcare Group and Accel Healthcare Communications. The combined company now comprises nine business units and boasts a client roster that includes several of the world's leading pharmaceutical companies. In addition, the company's culture is ranked among the very top of Omnicom's organizations.

While it might be easy for Mr. Cotherman to take all the credit, he won't. Instead he believes that it takes a collection of exceptionally talented people to make an organization great, avowing that success is never about the super-star quality of one individual. Mr. Cotherman and his fellow leaders understand they are nothing without the people who support them.

As the CEO, Mr. Cotherman's job is to figure out where the industry and his agency's clients are going, to point the ship in the right direction, and to make sure that the resources and top talent are in place to get the agency to the destination. His focus and passion, which resonate throughout the agency, mobilize the staff toward a common vision, which is to attract and retain top talent and to cultivate loyal, satisfied clients.

Mr. Cotherman credits Jack Fisher, former chairman and CEO of Corbett Healthcare, Frank J. Corbett, the founder of the agency, and the founders of the former Accel Healthcare with laying a strong foundation for a culture that is selfless, congenial, and fun. Mr. Cotherman has enhanced the agency's culture by bringing together consumer-brand talents with pharmaceutical-experienced individuals. This collision of two talents created a culture where innovation is built-in.

In 2002, paying homage to the agency's founder, Mr. Cotherman established the Frank J. Corbett Health Marketing Scholarship Foundation, a nonprofit organization that helps aspiring students choose pharmaceutical marketing/communications as a career.

Scott D. Cotherman, CEO of Corbett Accel Healthcare Group, prefers to keep the spotlight shining on clients and staff.

Scott Cotherman

Kuslima Shogen

An Elegant Pioneer

KUSLIMA "TINA" SHOGEN'S FAVORITE QUOTE COMES FROM ALBERT EINSTEIN:

"My life tells me this: Every brilliant discovery is born from the tiny germ of an idea. Small, simple, elusive. Catch on to it. Persist at it. That's when elegant things start to happen."

Elegant things have been happening to Ms. Shogen, chairman, and CEO, since founding Alfacell Corp. in 1981. The company has since become the global industry leader and pioneer in the development of novel ribonucleases (RNases).

Faced with opposition from an industry that was skeptical about the therapeutic potential of RNases, Ms. Shogen persisted with her "tiny germ of an idea" that RNases held promise as treatments for cancer and other diseases. Working in obscurity for nearly 20 years, Ms. Shogen took inspiration from Einstein and persisted, and today she is widely respected not only as one of the first women to found and lead a biotechnology company but as an international thought leader in RNase-based therapeutics.

Ms. Shogen values people with a top-notch work ethic who are committed to a task and work with honesty and professionalism. She is inspired by her team and believes that she inspires them by providing a sense of purpose and a reason to excel.

As Founder, Chairman, and CEO of Alfacell Corp., Kuslima Shogen's vision of developing novel ribonucleases remains unwavering as she pursues excellence and perfection without compromise.

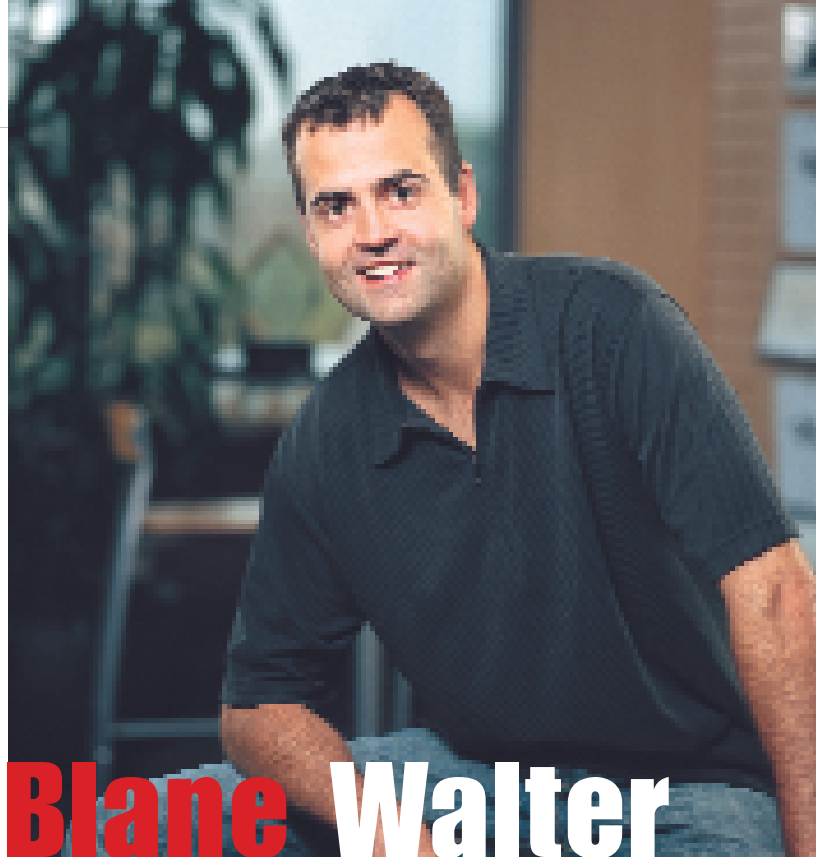
Collaborative Endeavors

BRINGING A DIVERSE GROUP OF DECISION MAKERS TOGETHER TO SOLVE A PROBLEM AND THEN ACCEPTING EVERY IDEA AS A POTENTIAL SOLUTION to best serve clients' needs requires optimism, a collaborative mindset, and a whole lot of energy. Blane Walter, chairman and CEO of inChord Communications Inc., wouldn't have it any other way. He enjoys the role of player/coach, because maintaining a connection as a team member is just as important as leading the multinational company.

Mr. Walter's vision, drive, and passion not only inspire inChord's more than 600 employees, but these attributes have helped him successfully recruit and retain top talent from both the pharmaceutical marketing and consumer advertising industries.

It was Mr. Walter's vision that helped to conceive an integrated family of complementary healthcare communications companies. His drive took the agency from a midsized, local creative shop to an independent global network of agencies. His strong passion for growth and his willingness to seek bigger and, admittedly, more outlandish ideas that drive client business have been embraced across the organization. Breaking down the traditional silos, he has created a free-flowing, think-tank environment where people with different skill sets are encouraged to come together to solve problems. While he doesn't discourage individual action he does discourage isolated thought, believing strongly that collaboration begets more powerful outcomes.

On the surface this may appear to be controlled chaos,



Blane Walter

and in fact Mr. Walter would be hard pressed to name four rules of conduct, but with a keen eye for recognizing talent, he has pulled together a team of individuals who share several key characteristics: passion, respect for teamwork, and balance. They play as hard as they work.

Mr. Walter also generously gives back to the local community. He serves on the board of directors for The Arthur G. James Cancer Hospital Foundation and Franklin University and is a member of several local associations. In addition, Mr. Walter is cofounder of inChord's own corporate charity, GRACE, which provides prescription drugs and healthcare to seniors who could not otherwise afford them.

With drive, vision, and passion Blane Walter, Chairman and CEO of inChord Communications Inc., has created an integrated family of complementary healthcare communications companies.

SUSAN TORROELLA

Turbocharged

WITH INFECTIOUS ENTHUSIASM, A LOVE OF LAUGHTER, PASSION, AND CONVICTION, Susan Torroella has her company and her people turbocharged to tackle any challenges that may come their way. As the CEO of Columbia MedCom Group (CMCG), Ms. Torroella was one of the earliest corporate leaders to anticipate regulatory trends and completely separate marketing functions from continuing medical education (CME) functions. In 2001, she reorganized her company into two legally distinct subsidiaries — Medicalliance Inc., which provides medical-marketing services, and INNOVIA Education Institute LLC, which provides accredited CME. Both units operate under the umbrella of CMCG.

Thanks to this early innovation, the company was ahead of many of its clients, creating an opportunity for Ms. Torroella to shine as a thought leader and address this topic throughout the industry. Her wealth of knowledge also has made her uniquely qualified to serve as the only non-attorney on the editorial board of FDANews' Pharmaceutical Corporate Compliance Report.

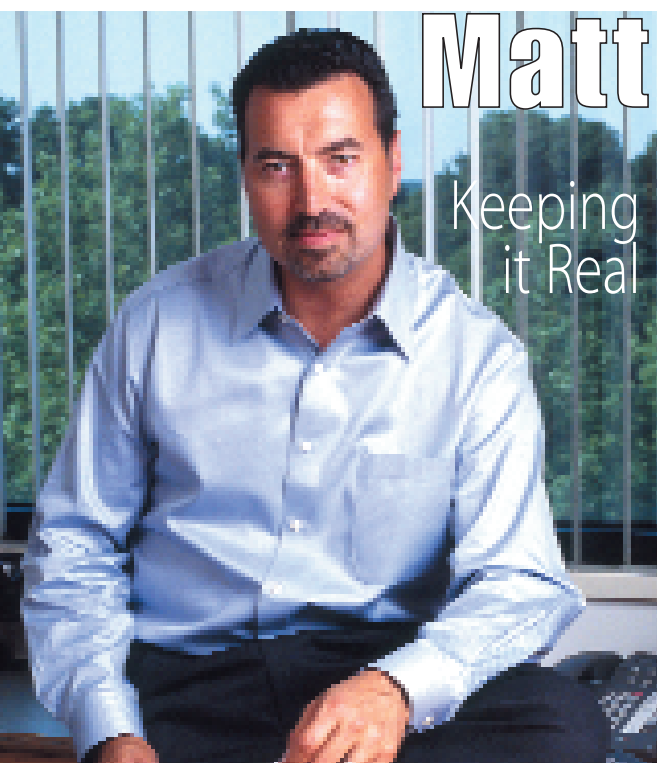
Ms. Torroella's commitment to innovation also has significantly impacted the culture at CMCG. Her efforts include small gestures, such as sponsoring a monthly book club, as well as truly magnanimous ones. Ms. Torroella, and her executive management team — Kathleen Case, executive VP; Jeffrey Taylor, VP, operations/chief



financial officer; and Serena Kim, Pharm.D., VP, medical affairs — put their own funds on the line to purchase the company under an employee stock ownership plan on behalf of all full-time employees. The purchase achieved their goal of maintaining CMCG as an independent firm amid a wave of acquisitions.

Ms. Torroella's innovative spirit extends beyond CMCG. In 2003, she founded the Healthcare Businesswomen's Association's Mid-Atlantic chapter; she continues to serve as president of the chapter. She sits on HBA's national board of directors and mentors members of its newest affiliate in Research Triangle Park, N.C. In 2004, she was honored as one of the HBA's star volunteers.

Susan Torroella, CEO of Columbia MedCom Group, has been celebrated as Fortune magazine's small business "best boss" for strong leadership.



Matt

Keeping it Real

Giegerich

group, Mr. Giegerich admires those who have the tenacity and fearlessness to put themselves out there. By the same token, it is his courage, as well as a passion for exploring new ideas and taking risks, that inspires the people around him.

As president and CEO, Mr. Giegerich has defined an internal culture that values collaboration, innovation, creativity, and respect — from the top down. Mr. Giegerich pins his success on his authenticity, his willingness to expose his frailties and emotions, and his ability to genuinely connect with other people and the needs of each situation.

He strongly believes in connectivity and interdependence, which is why he undertook the daunting task of redefining and repositioning the company — 13 organically grown business units — as one unified organization that can meet clients' needs for stronger collaborations and faster output in an ever-demanding market.

Pulling an organization together and making it work was no easy task, especially an organization that had deep roots and equity in well-established brands. While proud of the achievement, Mr. Giegerich attributes the success of this effort to the CommonHealth employees who rallied around his vision and embraced a new way of life, even though it meant giving extra hours and effort beyond their day-to-day responsibilities.

For Matt Giegerich, President and CEO of CommonHealth, inspiration doesn't come from lofty speeches at the podium; it's about the real life choices that people make every day in pursuit of making a difference.

HAVING CHECKED HIS EGO AT THE DOOR in 2000 upon taking the helm of CommonHealth, Matt Giegerich's leadership style can be best described as open, candid, genuine, and fearless. If you want to know what's on his mind, just ask. He'll respond with unabashed enthusiasm and frankness.

Inspired by daily acts of courage, whether it's someone confronting a personal demon, Lance Armstrong pedaling through the Alps, or someone presenting for the first time in front of a large

Glenn Bilawsky

A Global Patriarch



AS CHIEF OPERATING OFFICER OF I3, GLENN BILAWSKY'S FOCUS IS ON MORE THAN THE BOTTOM LINE. He

thinks about how the decisions he makes every day affect all of the i3 employees around the world. For him, these people are more than employees. He is just as concerned about the livelihoods of the people he sees every day in the hall as he is about the people who are located in Romania, the Czech Republic, South Africa, and the other 40-plus countries where i3 has operational capabilities. Making a wrong decision may impact him personally in terms of his career, but more importantly, a miscue may hurt the people who rely on his passion and knowledge to make the right decisions for the greater good of the company.

Mr. Bilawsky's deep understanding of the industry drives his clear knowledge of what's important: customers, quality, and employees. He takes inspiration from the hundreds of talented people who work with him and for him and who are making a difference.

Being a nonscientist working in a clinical industry, Glenn Bilawsky, Chief Operating Officer of i3, attributes his successes to those on his team, who continually set the bar higher in terms of his goals of not just growing the industry but improving it as well.

Nancy Lurker

LEADING AND MANAGING A COMPANY TODAY IS HARD WORK THAT REQUIRES A LOT OF STAMINA. Leaders must motivate, train, lead, and chart a long-term vision with attainable near-term goals. They must also execute and operationalize that vision while addressing the sometimes conflicting goals and egos of those around them. That is a lot to accomplish, and yet Nancy Lurker, president and CEO of ImpactRx Inc., has found a way to strike a successful balance.

She has created an environment that fosters an open and frank exchange of ideas and hires strong, talented individuals who can lead with her and lead by example. The result is a highly motivated team that believes in itself and performs. Ms. Lurker encourages debate, believing no one person has a lock on good ideas.

A 22-year veteran of the industry, Ms. Lurker continues to be motivated by the intellectually challenging, emotionally rewarding, and always changing market. Not afraid to juggle a lot of balls, Ms. Lurker's fast-paced style is as equally as energetic to those around her as it can be overwhelming. But by surrounding herself with a team who isn't intimidated to tell her when she is pushing the limits, she has gained her people's trust, and they know that if the going gets rough she will stick by them. They also trust that she is

going to be thoughtful, but not so thoughtful as to not make a decision; that she has the company's best interests and their best interests at heart; and that in today's healthcare environment where the "status quo" doesn't work anymore, she can, and will, take a high-reward, high-risk path if it is merited.

Ms. Lurker also is challenging the traditional barrier between work and life. She understands that she — and everyone who works for her — is juggling responsibilities outside the office as well. In addition to her role as CEO, she is also a mother and wife. She strongly believes that it's time that companies recognize the value that a strong personal/family life brings to productivity.

For Nancy Lurker, President and CEO of ImpactRx Inc., one of her responsibilities is providing her people with the right balance — professionally and personally.



Open for Discussion

Dr. John Ryals



A Good, Solid Scientist

WITH MORE THAN 20 YEARS OF EXPERIENCE IN THE BIOTECHNOLOGY INDUSTRY, John Ryals, Ph.D., has solved his share of interesting scientific problems by attacking hard technological questions. Yet, Dr. Ryals modestly claims to be just a good, solid scientist who occasionally got lucky. He has tackled a wide range of challenges, from looking at genetic engineering and transgenic organisms early in his career to later work in functional genomics and systems biology. In fact, Dr. Ryals is among the most highly influential scientists worldwide in the area of plant and animal science.

Now, as president and CEO of Metabolon Inc., Dr. Ryals brings a balance of entrepreneurial expertise and a deep background in life sciences to the helm. He has turned his sights to the breakthrough technology of metabolomics, a powerful, new approach for the discovery and development of drugs and the early

diagnosis of disease states. He believes this cutting-edge technology will greatly impact drug discovery and development by increasing success rates, decreasing the time to market, and stopping the development of unsuccessful products before critical investments are lost.

Dr. Ryals believes in setting very high goals and aspirations for himself and his

staff. And despite his own humble nature, he encourages his staff to think big.

John Ryals, Ph.D., President and CEO of Metabolon Inc., is convinced that what he and his team are doing could change the world.

Lynn O'Connor Vos

Achieving Balance

SHE MAKES BALANCING CAREER, FAMILY, AND MULTIPLE EXTRACURRICULAR PURSUITS LOOK EASY.

Over a career that spans 25 years, Lynn O'Connor Vos has successfully integrated all aspects of her life as the CEO and president of Grey Healthcare Group (GHG), a wife, a mother of three, and a dedicated community advocate.

Ms. O'Connor Vos believes we only come around once and that it's up to each one of us to make the most out of every opportunity. She says the way to achieve this is by constantly learning new things and exploring challenges. Having a career is a great place to grow and develop, but she believes people also need to find additional ways to stimulate new ideas and thinking. For Ms. O'Connor Vos, that stimulation comes from volunteering and pro bono work. She is very active in several nonprofit organizations, such as the Multiple Myeloma Research Foundation, the Jed Foundation, and the Healthcare Businesswomen's Association, which named her Woman of the Year in 2005. She is also very involved with her children's athletic and educational pursuits.

Ms. O'Connor Vos believes that executives and employees miss out on a lot of life if all they do is work. She advocates that her senior-management team makes time to enjoy friends and family and find a passion. She encourages all employees to bring their special volunteer interests to the office. Working in the healthcare arena, she believes it's important that the company gives something back to the communities and patients that it represents.

As the head of GHG, Ms. O'Connor Vos has infused these personal values into the corporate culture. Under her leadership, GHG has become a leading global communications network. She is recognized as a true leader and visionary by her peers and by those further up the chain of command. She is valued for her commitment to excellence in everything she does: an innovative marketing style, successful business strategies, and advancement of up-and-coming leaders through mentoring programs.

Placing a high premium on the personal and career development of her team and peers, adhering to ethical standards, and maintaining balance, Lynn O'Connor Vos, CEO and President, sets the tone for Grey Healthcare Group.



DR. ROBERT RUFFOLO JR.



Research's Shining Star

IT'S NOT OFTEN THAT THE PRESIDENT OF A MAJOR DIVISION OF A TOP-TIER PHARMACEUTICAL COMPANY ENCOURAGES PEOPLE TO ROCK THE BOAT.

But that's exactly what Robert R. Ruffolo Jr., Ph.D., wants his people to do. In fact, once a month the president of Wyeth Research invites 20 people from within the R&D department to join him for lunch to discuss ... well, anything. They can ask tough questions, they can be angry, and they can even be impolite. To encourage this feedback, Dr. Ruffolo makes sure employees know there will be no repercussions for anything said at these lunches. And he means what he says.

These monthly lunches are part of a concerted effort by Dr. Ruffolo to gain alignment on the company's goals from Wyeth's 6,000 research and development employees.

Another of Dr. Ruffolo's efforts are what he calls "all-hands" meetings, which he conducts two or three times a year at each of the company's eight research sites. It is during these meetings that he reviews objectives and shares the latest measurements on the division's perfor-

mance. Through these meetings, he inspires and encourages employees and provides feedback on progress to keep everyone on track with the company's objectives.

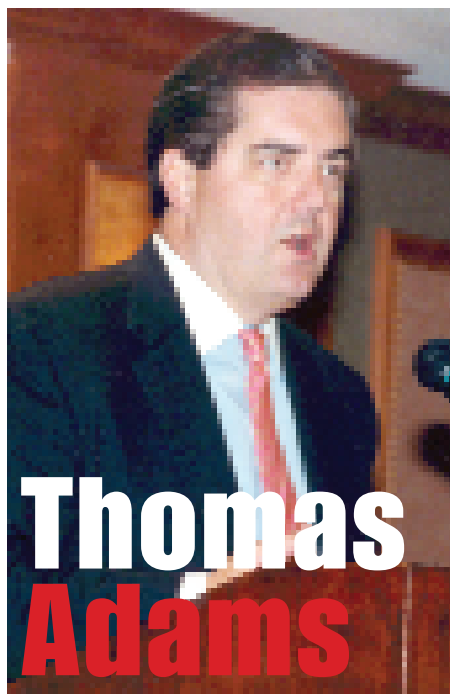
Dr. Ruffolo's management style translates through the rank and file up to his R&D executive committee, where policy decisions are made. These are anything-goes meetings where there is only one rule: When a decision — whether right or wrong — is made, there needs to be complete alignment around the agreed upon course

of action.

He expects his committee members to be spirited, and even angry, when discussing policy implications. But at the end, all members need to be prepared to implement that decision.

To Dr. Ruffolo, indecision results in paralysis. To make this point, he never disciplines people for making a wrong decision and is even willing to reward failed projects, as long as the endeavor is based on good science.

Under the direction of Robert R. Ruffolo Jr., Ph.D., as President of Wyeth Research and Corporate Senior VP of Wyeth, the company has one of the most productive R&D groups in the industry with respect to novel NMEs.



Adams is proud of what he calls his alumni association, people who've worked for him, and who have become CEOs of other associations, and who are now making significant contributions in their own right.

Mr. Adams takes seriously the mission of moving the ACRP forward. Recently, he brought together ACRP and the American Academy of Pharmaceutical Physicians to create a unified clinical-research team that will work together to accelerate the education of clinical investigators, which ultimately benefits patients who enroll in trials. He has met with ministers of health around the world and partnered with the FDA and the Office for Human Research Protections to enhance patient safety in clinical trials.

The organization's membership has increased from 16,000 to 21,000 in just three years, and the staff has grown significantly. The association has 51 chapters in the United States and Canada and nine chapters outside the United States. Mr. Adams' vision is for the ACRP to become a 40,000- to 50,000-person association in the next five to seven years.

Heading a large association, however, is not without its challenges. One of these challenges is building consensus among the members of the board, who are volunteers. To make the process as smooth as possible, he makes sure that his board has complete information so that all decisions are knowledge-based.

Thomas Adams, L.H.D., CAE, is President and CEO of the ACRP, a nonprofit association that is the primary resource for clinical-research professionals in the pharmaceutical, biotech, and medical-device industries, as well as those in hospital, academic medical centers, and physician-office settings.

The Consensus Builder

IT'S THE CEO'S RESPONSIBILITY TO MENTOR THE NEXT GENERATION OF LEADERS.

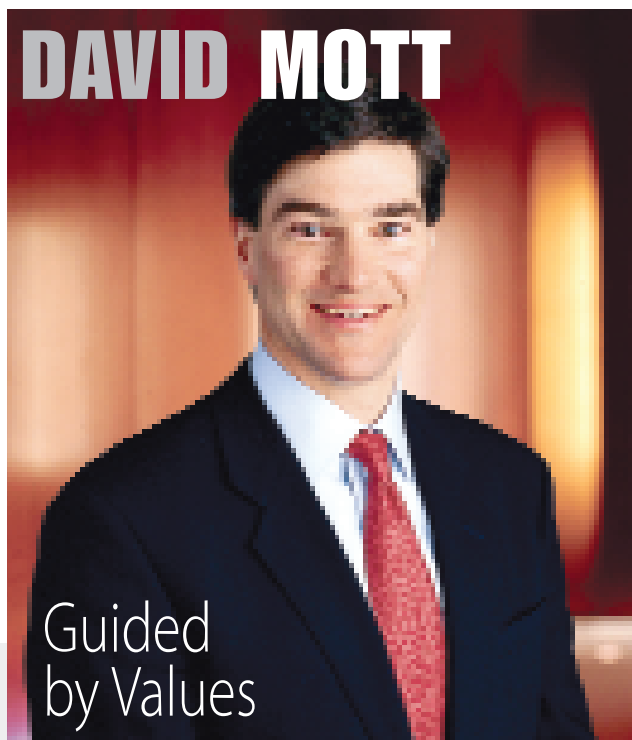
That is a belief that Thomas L. Adams, L.H.D., CAE, president and CEO of the Association of Clinical Research Professionals (ACRP) takes to heart. During his 30-year career, all of which have been with medically related associations, Mr. Adams has had many mentors. Two especially stand out: Earl Thayer, his predecessor at the State Medical Society of Wisconsin; and H.B. Maroney, his first deputy, who gave him the encouragement and confidence to lead and make decisions.

According to Mr. Adams, a CEO's job is about moving the organization forward and developing the industry's future leaders. Mr.

IT HAS BEEN SAID THAT HOW INDIVIDUALS RESPOND TO ADVERSITY OFTEN DEFINES THEIR CHARACTER.

David Mott, president, CEO, and vice chairman of MedImmune Inc., would probably agree with this statement. The biotechnology arena, perhaps more so than any other life-sciences sector, is subject to the vagaries of financial, regulatory, and developmental challenges.

In 1993, early in his career at MedImmune, Mr. Mott and his colleagues faced a major hurdle: a FDA advisory committee unanimously turned down the company's first product, RespiGam.



Mr. Mott recalls that as a group, it was decided to bet the company's last dollars to resurrect the product by digging deep into the data and conducting a second Phase III program based on that research. This proved to be a pivotal decision in MedImmune's history.

RespiGam eventually was approved for the prevention of serious lower respiratory tract infections in pediatric patients and went on to



Making the Right Connections

BARBARA PRITCHARD LIKES TO BE IN THE THICK OF THINGS. As the president of two companies, The Pritchard Group and Intermedica Inc., as well as the Healthcare Businesswomen's Association (HBA), she is squarely in the middle of the action in the healthcare industry.

Her drive and ambition to move beyond the sidelines and to change the status quo of how women executives were viewed in the 1970s, when she entered the industry, were based on a strong business sense, a collaborative workstyle, and an uncompromising passion for excellence.

Ms. Pritchard's goals have become realities, and she is an inspiration to the women and men she has worked with and positively influenced. With Intermedica, she helps connect physicians and patients around the world with the best medical-education content, which is done largely by linking companies with similar interests across regions. She is familiar with the needs and interests of a broad

become a successful product for the company. In 2003, it was replaced in the marketplace by the company's second-generation product, Synagis, the first monoclonal antibody approved by the FDA for the prevention of an infectious disease.

Mr. Mott believes that time of adversity made the company better by forcing everyone to evaluate core values and beliefs.

Since becoming CEO in 2000, Mr. Mott has contributed immensely to the growth and success of the company, and has served as a leader for the biotechnology industry as a whole. He is committed to the promise of advances in science and embodies the company's core values: a



Barbara Pritchard

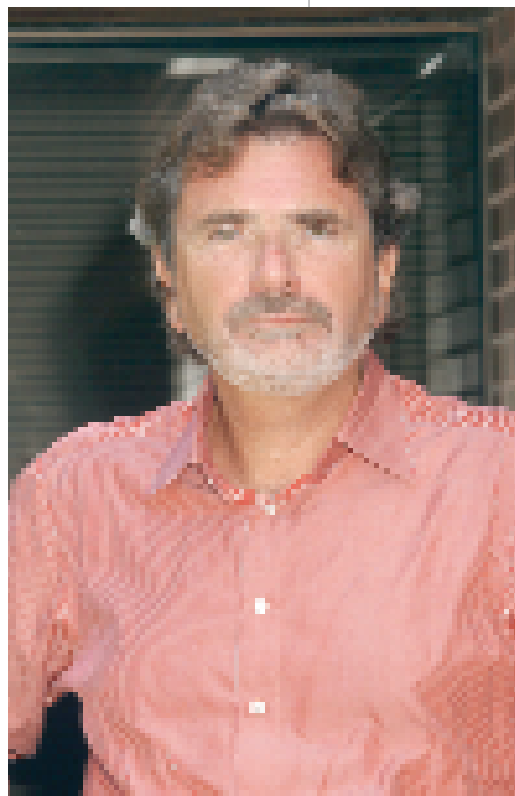
range of companies. In her role at the Pritchard Group, she helps healthcare communications and medical-education clients define their core competencies, refine their missions, and clarify their short- and long-term visions.

Some people jokingly refer to Ms. Pritchard as a marriage broker. Having been in the business a long time and having developed an enviable Rolodex, she has an uncanny sense of which companies might work well together.

Ms. Pritchard also brings these skills to the HBA. As president she is helping to expand the organization throughout the United States by adding a new affiliate in Research Triangle Park, N.C., and by helping form groups such as Women in Science, and around the world, by working on an international task force for a likely launch in Europe.

Since 1977, the 23 presidents of the HBA have worked to spearhead initiatives to improve the professional and personal lives of members and have built an organization that is well respected throughout the industry as they work to meet the objectives of the HBA's mission: to further the advancement of women in the healthcare industry. Clearly, Ms. Pritchard is an excellent torchbearer and an inspiration for future presidents.

As the President of two companies and an industry association, Barbara Pritchard has an enviable depth and breadth of industry contacts and knowledge, and she has honed the fine art of juggling career goals and personal pursuits.



Speaking Out

AFTER 35 YEARS, RICHARD VANDERVEER, PH.D., IS MORE PASSIONATE THAN EVER ABOUT HELPING PHARMACEUTICAL COMPANIES UNDERSTAND HOW TO COMMUNICATE RELEVANT INFORMATION TO DOCTORS.

Considered a trailblazer in the realm of pharmaceutical marketing research, Dr. Vanderveer has spent his career challenging, and changing, conventional methodologies through creativity, leadership, and determination.

As a consumer and industrial psychologist, Dr. Vanderveer formulates ground-breaking marketing methodologies, including physician micromarketing, information architecture, and strategic account management, which have become standard practices throughout the industry.

Dr. Vanderveer, group CEO of GfK U.S. Healthcare Companies and CEO of GfK V2, has made it his mission to educate the industry about the repository of marketing research that could, and should, be tapped into. He believes pharmaceutical marketers, in general, do not always pay attention to common-sense marketing principles, such as customer satisfaction, that are second-nature in other marketing arenas.

Dr. Vanderveer could be considered a bit of an evangelist on the subject. As a result of his passion and dedication to the practice of marketing research, his forthright honesty on controversial industry topics, such as the breakdown of agency-client relationships, and his penchant for challenging conventional wisdom among

industry colleagues, Dr. Vanderveer has become one of the de-facto "voices" of the pharmaceutical marketing industry. He is a well-known speaker and never shies away from the challenge of trying to change an established model that continues to persevere even though many realize that it's not working well anymore. Additionally, he has provided significant support to the market-research profession, in terms of training and educational development of his peers through his leadership in industry organizations.

As Group CEO of GfK U.S. Healthcare Companies and CEO of GfK V2, Richard Vanderveer, Ph.D., encourages out-of-the-box thinking for both clients and staff.

strong work ethic, an entrepreneurial spirit, high integrity, and a collaborative environment. By encouraging excellence throughout all areas of the business, he serves as an inspiration to the more than 2,000 MedImmune employees as well as to industry professionals at other companies in the field.

Employees are motivated by Mr. Mott's promotion of a culture that is professionally and personally rewarding, characterized by respect, integrity, and opportunities for growth.

Mr. Mott contributes to the industry and community at large through his membership on the board of directors of BIO and The Tech Council of Maryland and through his oversight of MedImmune's philanthropic sponsorship of programs that foster the company's commitment to improving health and advancing science education.

Willing to take risks for appropriate rewards, David Mott, CEO, President, and Vice Chairman of MedImmune Inc., continually raises the bar to advance science and medicine that help people live better lives.