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.

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 company 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 unfailing 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, behavior 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.