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SPECIAL AWARDS ISSUE

TRAILBLAZER COMPANY OF THE YEAR WINNER

Bristol-Myers Squibb
Anthony C. Hooper
President for the Americas

2009 Award Winners

Company of the Year
Top Brands
Best Initiatives



PM360
TRAILBLAZER
INNOVATION
AWARDS

THE 2009 Award Winners

Company of the Year
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OUR 2009 TRAILBLAZER INNOVATION AWARD WINNERS!

WE ARE PROUD TO PRESENT THE WINNERS OF OUR FIRST ANNUAL TRAILBLAZER Innovation Awards in healthcare marketing. Along with our Company of the Year, the winners represent 13 Brands by disease category and 13 Marketing Initiative categories. This year's award winners were presented with a variety of marketing challenges—and they came up with a range of effective and illuminating solutions. Their goals included not only increasing sales but changing corporate identity, strengthening the doctor-patient bond, helping parents cope with their child's diagnosis, and maintaining compliance among recovering alcoholics. Target audiences included people suffering from depression, neurosurgeons, ethnic groups, senior citizens, and others.

The arsenal of techniques employed is too long to enumerate, but includes viral marketing, interactive tools, specially devised curricula, mobile apps, podcasts, sports teams, fire trucks, live surgery videos, third-party partnerships, technology that replaced sales meetings, technology that enhanced sales meetings—and even live phone operators. Of course, powerful ads and pithy, carefully targeted messages topped the list.

We would like to thank our panel of 14 judges and more than 100 nominees. With the high caliber of entries, we often regretted there could be only one winner in each category. And we look forward to reading the 2010 Trailblazer Award nominations—and getting the inside story on what innovations are just ahead on the horizon.

Company of the Year

Bristol-Myers Squibb

OUR CRITERIA FOR THE COMPANY OF THE YEAR AWARD REFLECT two ideas: the first is that in order to succeed, a healthcare company must build trust and integrity into its relationships with the many groups that are essential to its future. The payoff for this is the creation of stable, long-term relationships needed for future growth. Four of our criteria— Civic Involvement, Patient Access, Environmental Consciousness, and Employee Development—are based on this idea.

The second idea is that to succeed at a time when the future is ever more uncertain, a company must anticipate and innovate in every aspect of its operations, including those designed to build the relationships mentioned above. Our Innovation criterion is based on this idea.

Bristol-Myers Squibb apparently shares our two ideas. The company won the award because of the range of its initiatives in these areas, and the skill and innovation of their design. An important and intriguing part of this design, in our view, is that the initiatives often complement the company's business goals, sometimes in unexpected ways. Nevertheless, the company clearly understands what any good small-town business knows: The best way to persuade others of your honor and integrity is to actually have honor and integrity.

Beyond Drug-Based Healthcare

Among the initiatives that deserve mention, those of the company-funded Bristol-Myers Squibb Foundation reveal much about the breadth of the company's civic efforts and the way they complement its business.

Whereas the company fights disease mainly by producing drugs, the foundation fights disease by strengthening the networks of community resources that drug-based medicine requires to be fully effective. Often the key to improving health is not only medicine but nutrition, community education, delivery systems, training and coordination of healthcare providers, removing the stigma of certain diseases, and other factors. The foundation's initiatives also serve to anchor the company in new markets, strengthen infrastructure on which the market for medicines depends, and forge networks of patients, healthcare providers, NGOs, communities, and governments. They draw on areas of strength in the company's product line and demonstrate its seriousness about having a global future.

The largest of the foundation initiatives, Secure the Future, fights the HIV/AIDS pandemic in Africa, having launched 240 projects over 10 years. With the "agility" the company prizes, the program has evolved with the crisis.





It started as a medical research/education program and then, as the crisis assumed pandemic proportions, shifted focus to pediatric AIDS, community-based care, and civil society engagement. It has recently shifted to building infrastructure, transferring skills and experience developed earlier to local communities.

The foundation initiatives also target three other global crises, each representing a huge unmet medical need and also a major market:

- In Asia, an astonishing 275 million people suffer from chronic hepatitis B, and one million die each year from resulting liver problems.
- In Europe, cancer is the second most common cause of death (1.7 million in 2006), but in Central and Eastern Europe, the rate is higher still. The lifetime risk of lung cancer among Hungarian men, for example, is 12%.
- In the U.S., a stunning 75% of people with serious mental health problems—like schizophrenia and major depression—receive no help at all. Yet these conditions are often crippling; persistent mental illness reduces life expectancy by 25 years.

The following are a few examples from these areas of the power and cost-effectiveness of the community-based approach: a mobile mental health van to bring mental healthcare and tele-medicine equipment to rural Alabama; culturally appropriate support for mental health needs of Native Americans; and a program that targets migrant workers in China—over 13% of whom are hepatitis carriers—and also educates factory managers who otherwise refuse to hire them.

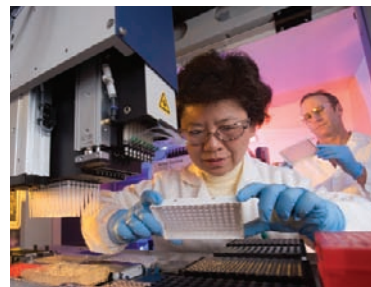
Younger Minds and Greener Chemistry

But the work of the foundation is only part of the story. The company also excels in science education, for example leading the development of RxSEARCH, an unusual educational curriculum on how medicines are discovered and developed. Designed as an interdisciplinary game, it requires high school students to draw on their knowledge of several disciplines as they work through each stage of drug development. A single initiative thus promotes education, educates young people on pharma career paths, and improves public understanding of pharmaceutical companies.

Patient access to drugs includes assistance to uninsured patients with financial hardship, an area of especially intense public scrutiny. In 2008 the company dispensed drugs worth over \$228 million to nearly a quarter million patients and was ranked fifth in the world in “equitable pricing” by Access to Medicine Index.

Environmental consciousness is an ethical norm, a source of public scrutiny and future regulations, and also an opportunity to save money. One of the

The Bristol-Myers Squibb Foundation has committed over \$150 million since 1999 to help women and children affected by HIV/AIDS in sub-Saharan Africa. The company is a founding sponsor of the Lawrence-Hopewell Trail, a 20-mile recreational trail that runs through New Jersey's Lawrence and Hopewell Townships. OPPOSITE: Bristol-Myers Squibb researchers are dedicated to developing innovative medicines.



CLOCKWISE FROM LEFT: A doctor in the Pediatric AIDS Corps, a Bristol-Myers Squibb and Baylor College of Medicine partnership, in a children's clinic in Botswana. Reyataz, a protease inhibitor for treating HIV/AIDS, is one of the company's key products. A senior scientist tests potential treatments for metabolic diseases. Researchers seek innovative therapies in areas of unmet medical need.

company's most successful environmental initiatives is the Green Chemistry program, which has redesigned pharmaceutical production from the ground up to minimize subsequent waste disposal problems. As a result, the company now ranks first among its peers in controlling hazardous waste generated.

Bristol-Myers Squibb cultivates employee development in several ways, including a rich assortment of virtual classroom courses that provide access to Ivy League content with Cornell faculty. The company was selected a 2009 Top 50 Company for Executive Women by the National Association for Female Executives and one of the Top 100 Companies for working mothers by *Working Mother* magazine for 12 consecutive years.

All Things Considered

The company's most important honor was its ranking by the Corporate Responsibility Officers Association as the No. 1 company in all industries in 2009 on a combination of criteria that overlap substantially with our own. It was also selected one of the world's 100 most respected companies in 2009 by Barron's.

Anthony C. Hooper, the company's president for the Americas, says, "Not only do we do incredible things as an organization to develop, discover, and deliver important medicines, but we also reach out into the communities we serve to make a difference in people's lives by promoting the practice of good health."

These efforts have brought Bristol-Myers Squibb the respect and recognition of a rich network of stakeholders around the world. And ours as well.

—Bruce Lacey