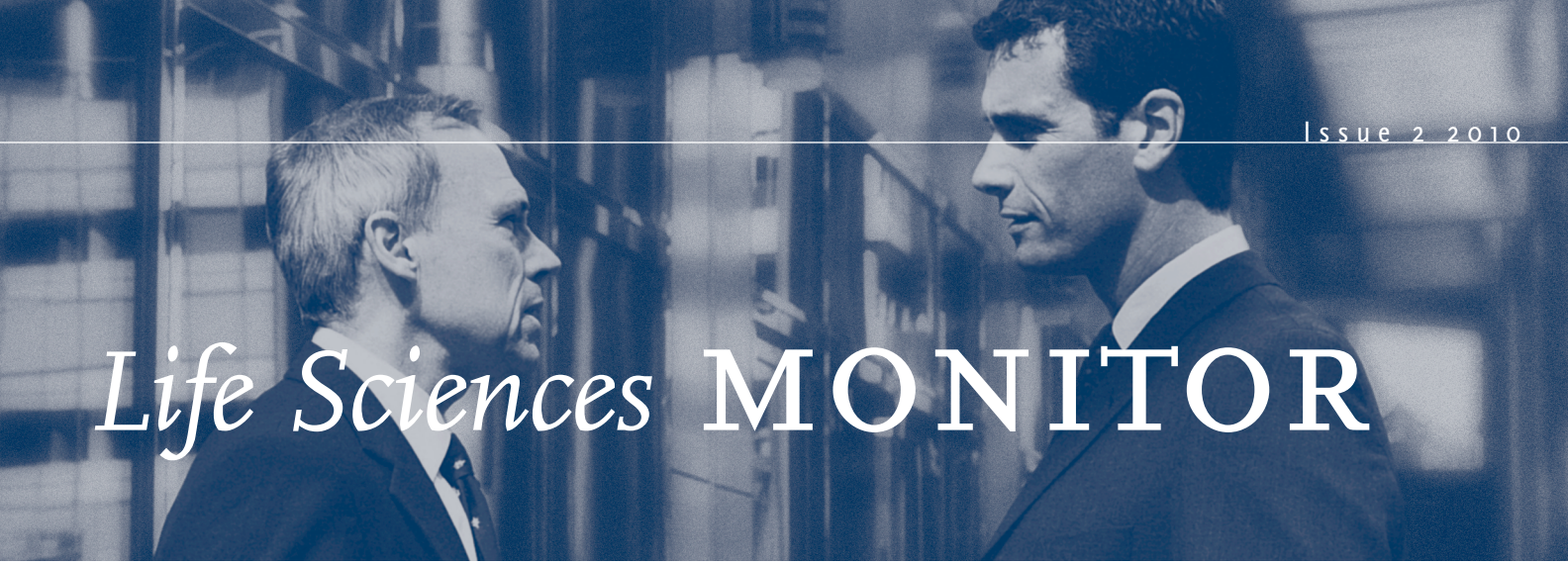


Issue 2 2010

Life Sciences MONITOR

A review of global leadership issues and industry trends

1 Succession planning essentials for the life sciences organization

8 A unique formula: Leadership for the changing vaccine industry

SUCCESSION PLANNING ESSENTIALS FOR THE LIFE SCIENCES ORGANIZATION

Planning for the CEO's succession is one of a board of director's most important responsibilities — and one directors repeatedly say they don't do well enough. While boards have made great strides in placing succession on the agenda through annual discussions, many directors quietly admit that their boards are not as effective as they need to be in this area. There are various reasons for this, which can include the relative urgency of other issues or board tasks, a lack of objective information about potential succession candidates, complacency stemming from having a young or newly installed CEO, or a CEO's resistance to embracing the succession planning process.

The most effective way to overcome these obstacles is to create a mechanism that will enable board directors to undertake succession planning in an objective, emotion-free manner and to encourage CEOs to view succession as an important strategic part of the job — and the ultimate testament to the CEO's leadership.

In the current governance environment, more attention is directed at boards' performance in this area. Increasingly, investors are looking for assurances that boards have a robust approach to succession planning, and some are pushing for increased disclosure about succession practices. Furthermore, life sciences organizations are operating in an increasingly complex and rapidly changing marketplace and may require leaders in the future with very different skill-sets than today's leaders. Boards and CEOs of these organizations need to begin identifying these skills sooner rather than later if they are to have the right leaders in place when it is time for a CEO transition. Boards also should understand the situations in which insiders are likely to perform better and when outsiders might have the edge.

SpencerStuart

Even a new CEO should be grooming potential successors and working with the board to identify individuals who could step in on an interim basis if he or she should become incapacitated.

We spoke with board directors and CEOs of life sciences companies about succession planning practices that work — and those that don't — and the appropriate roles of the board and CEO in the process. Through these conversations and our extensive experience in the areas of CEO succession planning and recruitment, we have identified five essential elements of effective succession planning.

1. Establish a clear, orderly process — now

Making succession a regular board agenda item helps ensure that succession planning remains a top-of-mind issue for the board and management team. It removes some of the emotion surrounding succession that can get in the way of discussing the issue and creates an expectation that executives throughout the organization should be developing succession-ready leaders.

But when should CEO succession planning start? Many CEOs and board directors say that succession planning should always be occurring; even a new CEO should be grooming potential successors and working with the board to identify individuals who could step in on an interim basis if he or she should become incapacitated. With the average S&P 500 CEO in the role less than seven years, boards should have a formal succession process in place once the CEO has been in the role for about two or three years, argued Ron Dollens, chairman of the board and compensation committee member at Kinetic Concepts. "Once you've had somebody onboard for two or three years, the board needs to put more structure around succession planning," he said. "They need to know who the candidates could be, consider potential external candidates who could step in if there were an immediate need, and know how internal people stack up against those external people. If they don't stack up today, what needs to happen between now and when you may need to call on them?"

Succession should be discussed at least annually, but more frequently and formally as the CEO's tenure increases. "Succession discussion by the board is pretty much constant," said Ernest Mario, a board director for Boston Scientific and chairman and CEO of Capnia. "These discussions cover the CEO's plans and anticipated retirement timeline, his or her performance, of course, and the depth of the organization. How many people do we really have internally? Do we have to go outside? Once a year, there should be a formal discussion with the CEO: How are things going? What are your plans? What are our plans? How should we approach the proverbial if-you-get-hit-by-a-bus situation?"

2. Plan for short-term and long-term needs

The most effective succession planning considers multiple scenarios: who could step in for an immediate succession need, who could be brought in one to three years out and who is being groomed as a replacement for the CEO three or more years out.

Long-term succession planning enables the CEO and board to identify the developmental needs of potential internal candidates based on the company's strategic direction and how they compare to external benchmarks. It provides the board plenty of time to get to know internal potential candidates in different settings.

"The best thing a board can do is ask the CEO two things: What's the short-term, interim plan to maintain the organization's stability if the CEO leaves the organization due to illness, another opportunity or a tragedy of some kind? What's the long-term approach? And this has to be very thoughtful and deliberate," said Dr. Nick Turkal, CEO of Aurora Health Care. Some boards have found that deliberations about the organization's short-term succession possibilities can encourage discussion about who in the company is being prepared for future leadership roles, spurring more formal long-term succession planning.

Boards sometimes feel pressure in a crisis to make a quick decision about a permanent replacement for the CEO. That can be a mistake, said Ed Kangas, a board director at Eclipsys and Tenet Healthcare. Instead, it can be better to name an interim leader and give the board time to find the right permanent successor. "Too often in these cases, boards will settle for a candidate who may not be the best choice longer term. It can be better to appoint and empower a temporary leader, who with rest of the management team will run the company reasonably well for three or six months while a permanent CEO is identified," he said. At HealthSouth Corp., for example, CEO Jay Grinney and the board have in place a plan to establish an "office of the president" in a crisis that even identifies responsibility for internal and external communication.

3. Define the skills the next CEO will need

One frustration for board directors is when the succession process falls apart at the end, failing to produce a succession-ready internal candidate when the time is right and requiring the company to look outside for a candidate. While there can be no guarantee that even the best succession process will produce the right candidate at the right time — the most likely candidate might depart early for another opportunity or a CEO transition is needed before an up-and-coming leader is ready, for example — boards improve the chance of having succession-ready leaders in place when they carefully define the skills needed for the future and identify the skill gaps of top CEO candidates.

"Make sure the process is well-thought-out and well-designed and stays focused on what the organization needs for the next five to ten years. That forces the board, if it's willing to be candid, to see the challenges. A board can get myopic and think it has a good sense of what's needed and how the company is perceived, so it's helpful to listen to other inputs, understand the gaps and address those gaps," said Mary Ellen Stanek, a board director for Aurora Health Care.

Challenging assumptions may be especially important for life sciences companies, as the industry is undergoing rapid change and facing new pressures. Directors and CEOs will want to consider whether different skills than in the past will be needed based on:

The industry's growing complexity. Regulatory and reimbursement changes are occurring in many markets, making an already complex industry even more so. "The industry is facing massive change and uncertainty," said Stanek. "Healthcare was never an easy business, but today it's facing a lot of change and a fair number of external pressures, which just adds a layer of complexity. The ability to manage teams through change as well as the emotional intelligence to lead people through change will be more important." Turkal agreed: "It's a very disruptive industry right now, but it's also a very market-specific industry. The business issues that we deal with in Wisconsin, for example, are very different than how we would position ourselves if we were running a system in Florida. The skill-sets required for CEOs to be successful today and in the future are only going to expand, as healthcare delivery, technology and payment systems become more complex."

The increased blurring of the sectors. The line of demarcation between the pharmaceuticals and large biotechnology sectors has continued to erode. And, in healthcare, health systems are growing larger and integrating, and tax-exempt and for-profit organizations are often indistinguishable in terms of the quality of leadership. Traditionally in life sciences, there's been a preference for leaders with deep sector or scientific experience, or in the case of healthcare organizations, medical doctors or individuals with extensive research experience. And, indeed, Spencer Stuart research has found that CEOs with industry experience tend to outperform those without in sectors such as pharmaceuticals and biotechnology. Nevertheless, some life sciences executives and board directors say it may be time for an expanded definition of leadership, one that balances strong leadership qualities with expertise in the field.

A leadership generation gap. A recent study by the American College of Healthcare Executives (ACHE) reported CEO turnover at U.S. hospitals reached 18 percent in 2009, compared with 14 percent CEO turnover in 2008. A primary driver, according to ACHE, is the retirement of healthcare leaders in the baby boomer generation. Michael D. Connelly, a board director for Premier and CEO of Catholic Healthcare Partners, sees a generational challenge. "We have a lot of senior leaders in a tight age range, and then there is a drop-off. In many cases, the replacement for a baby boomer could be another baby boomer. That next generation of executives hasn't had the same access to leadership experiences as the baby boomer generation," he said.

4. Be clear about the CEO and board roles

Another challenge that can derail effective succession planning is lack of agreement about the respective roles of the board and CEO or poor communication or lack of follow-through in undertaking those responsibilities.

The board of directors has the ultimate responsibility for CEO succession planning, but must hold the CEO accountable for developing successors, even making it one of the CEO's formal goals. The board should review the plan with management at least annually, take the lead in developing the required skill-set for the next CEO based on the company's strategy, ensure internal candidates are assessed and their developmental needs are identified, and spend time getting to know CEO successor candidates in different settings. As it gets closer to a CEO transition, the board has to decide whether to benchmark internal candidates against potential outside candidates, and whether to conduct a full search with external candidates. The board also should stay alert for signs that the CEO is eliminating potential successors or making (even implied) promises to people that the board may not want to keep.

"Ten years ago, many CEOs felt it was their job or their privilege to select their successor. That is no longer true," said Kangas. "The CEO has input into who the successor ought to be, and he or she is developing the management team. But in terms of who gets development time even several years before a transition, the board will say to the CEO, 'yes, we agree with you on those candidates, but here's another one that we want to make sure receives some development activity. We want to see how good they are.'"

Decisions about CEO selection, transition, termination or retirement are a full board activity, but many boards assign the ongoing tasks related to succession planning to the compensation committee or the nominating/governance committee. Either one can work well, as long as the committee views its role as preparing the board and facilitating those discussions and decisions, said Kangas. However, he gives the edge to the compensation committee. "Succession planning is really about leadership, and the compensation committee tends to regularly deal with all the top people and their performance

The board of directors has the ultimate responsibility for CEO succession planning, but must hold the CEO accountable for developing successors.

because they're dealing with their compensation, which means they know the CEO's evaluation of the people and their development plans," Kangas said. One way to promote close communication between the board and CEO is to appoint the CEO as an ex-officio member of the committee responsible for ongoing succession planning, said Mario. "There will be times when the committee will go into executive session without the CEO, but exposing the CEO to the governance committee goes a long way toward helping the CEO understand committee members' thought processes."

The CEO also has a critical role in succession planning, primarily in identifying and developing potential successors, testing them in a variety of roles and helping to define the leadership qualities and experience that will be needed in the next CEO. For example, in previous roles, Bayer CEO Marijn Dekkers identified two or three talented executives between seven and 10 years younger than he was at the time, tested them in more challenging roles and exposed them to the board and to Wall Street.

"We should proactively see succession planning as one of our most important tasks, to make sure that not only the strategy, policies, procedures, infrastructure and operating efficiencies can survive us, but that we have the right people in the right positions to continue the company's growth trajectory," said Grinney. "It should be something that you feel really good about, and, frankly, I go to bed at night sleeping a lot more soundly knowing that my family will benefit from having a smooth transition in the event that I am quickly removed."

The CEO should communicate his or her plans with the board, including retirement plans a year to two years in advance. The CEO also should avoid making key appointments that formally or informally signal that the individual is the likely successor (e.g., the chief operating officer) without consulting with the board, argued Dekkers. "Even though on paper appointing the COO is a CEO decision, it's extremely important that the board blesses the appointment and views that person as a potential successor to the CEO or is clear upfront to the COO that the board does not view him or her as a likely successor."

5. Manage the transition well: pay attention to the details

As succession planning gets closer to an actual leadership transition, succession is discussed more regularly and more formally. Once the CEO communicates his or her plans to depart, the board and CEO should map out a detailed exit strategy, preferably in writing, that includes the timing of the departure.

Also critical to the process at this point is establishing the specific requirements of the CEO job, which will be communicated to internal and external candidates for the role. This transparency is very important in establishing a credible process, according to Premier CEO Susan DeVore. "Consensus about the expectations for the CEO position help the candidates know what's expected of them and helps the board better assess candidates and ultimately make a better decision."

The board also should define the appropriate level of participation for the departing CEO. In general, board directors agree that the CEO's role should be

limited as a transition nears. "The role of the CEO is all pre-work before any search happens, and it's pre-work with the organization, pre-work with potential candidates, pre-work with the board to lay their groundwork for a smooth organizational transition, and then when it actually comes time to begin a search, I believe the role of the CEO is to step far back from the search process, and to continue to lead the organization right up to the time that he or she leaves or steps down from that role," said Turkal.

Boards should encourage CEOs to pass on their accumulated wisdom to the search committee and the final candidates. Indeed, viable candidates in later stages of a CEO search will want to interview the current CEO, and many boards seek the CEO's input on candidates in later stages of the search. Mario argued: "The CEO needs to be part of the interview process, because who knows better what the attributes of the job are and what's required? It would be smart if the board committee takes heed of the CEO's comments on each candidate and ties them back to what's required. However, CEOs should resist over-lobbying for an internal candidate."

The board also should prepare for the short-term transition and implementation issues. These include questions such as: How should the board handle the two months before the transition and the one month after? How should it be announced internally and externally? How should the board deal with their compensation? Should the new CEO be chairman or should the roles be separated? What do you

Advice for the internal CEO candidate

Internal candidates for the CEO role not only have to prove that they are ready for the vast set of new responsibilities that come with the top job, but also must demonstrate that their experience and knowledge of the company will not make them a captive of the past. Inside candidates should make the most of the advantages of being an insider — their knowledge of the company, its challenges and people — and mitigate any perceived disadvantages. Here are a few thoughts on how internal candidates can best prepare themselves.

Be professional throughout the process. Internal candidates often feel as if they are operating under a microscope and, indeed, how they conduct themselves can have a magnified impact on their candidacies. When they perform their day-to-day responsibilities with professionalism and a positive attitude, internal candidates often find their stature rises.

Develop and articulate a few powerful themes. An internal candidate should be able to develop and present a thoughtful plan for the future communicated through three or four straightforward themes. "I spent a lot of time as the internal candidate really figuring out what I would do. I anticipated the 30 questions I might be asked, and I forced myself to create answers for them. I also developed a nine-page document outlining what I would do if I became the CEO, which I tested with a few trusted people. While I never gave this to the board or selection committee, it was a valuable tool to help refine my thinking about the strategy and transition and prepare me for the selection process," said DeVore.

Tell your story. Internal candidates frequently assume that the board is very familiar with them and the work they have done. This can be a mistake. Board directors often don't know the full scope of an individual executive's experience. If the board is familiar with your capabilities and performance in one area, internal candidates should use the interview phase to help directors see their experience in other dimensions relevant to the role. "It can be challenging for the board to see internal candidates as successors; they tend to see them in a specific role. The trick is to allow the board to see the full spectrum of capabilities that that person may have," said Turkal.

Practice, Practice, Practice. Internal candidates should not be complacent about the interview process. It is helpful to prepare for interviews by envisioning the setting and practicing responses to both the straightforward and tough questions.

say to the marketplace? What do you put in your filings? How and when should the transition be communicated to internal and external stakeholders? The nature of communication will vary depending on the specific circumstances. For example, the timing of communication in a planned CEO retirement must ensure a clear roadmap for the transition; it is important that the organization not perceive any loss of authority or engagement by the retiring CEO.

How the board manages the search and the departing CEO will speak volumes to internal and outside observers. "These are hard transitions for people who have been leaders, and they've got themselves invested in these companies. It's important that how it's done is a reflection on the quality of the company," said Kangas. "There's a real need and responsibility to be thoughtful and careful about how the outgoing CEO is referred to and dealt with. It will be a reflection on the maturity and the quality of the company how that is done, and that's important to be thought through very carefully."

About the authors

Joe Boccuzi focuses on CEO, board and other senior-level assignments for medical device, pharmaceutical and biotechnology companies and for private equity and venture capital firms specializing in healthcare investments. He was the global leader of Spencer Stuart's Life Sciences Practice for more than a decade.

John Mitchell leads Spencer Stuart's global Medical Technology Practice as well as the North America region for the Life Sciences Practice. He has more than 25 years of experience in industry and executive search in the life sciences and healthcare.

Jack Schlosser is a member of the firm's Life Sciences and Healthcare Services practices. He focuses on CEO and other top-level executive, board director and trustee assignments for hospitals, healthcare systems, academic medical centers and non-institutional healthcare services companies.

A UNIQUE FORMULA: LEADERSHIP FOR THE CHANGING VACCINE INDUSTRY

Not long ago, the vaccine market was viewed as a low-margin, commodity segment of the life sciences industry. In recent years, however, it has experienced renewed interest from major pharmaceutical companies that are seeking new avenues for future growth and profitable growth, particularly in emerging markets. To these companies, vaccines offer increasing promise in a world where more blockbuster drugs face expiring patents and a limited pipeline of new drugs exists to replace them.

At the same time, government and NGO customers are spurring further vaccine industry expansion to assist in protection from a wide range of infectious diseases, including flu and other pandemics. Meanwhile, new advances are seeing the industry extend its reach into newer segments such as cancer and addiction, while new biotechnology advances promise to make vaccine production more efficient. These changes, in turn, are changing the skills vaccine companies are looking for today in their senior leaders.

Into the Spotlight

As pharmaceutical companies seek new innovative drugs with blockbuster potential, some vaccines have recently risen to attain near-blockbuster status themselves, including Prevnar (an estimated $3 billion in 2009 sales) and Gardasil (over $1 billion in 2009 sales).

"Prevnar was a leader in reinvigorating interest in vaccines — introduced 10 years ago, the vaccine has nearly eliminated invasive pneumococcal disease caused by vaccine serotypes in countries where it is widely used," said Geno Germano, president and general manager of Pfizer's Specialty Care Business Unit, which includes vaccines. "Public health officials can actually calculate the vaccine's value to society by comparing the number of disease cases before and after the vaccine is put into a national immunization program. Vaccines have always had a positive health mission, but the economics have also become more definable, which has increased the acceptance of products like Prevnar."

Vaccines offer companies the additional benefit of being difficult and cost-prohibitive for generic manufacturers to reproduce, making them less susceptible to the patent cliffs that have affected many traditional blockbuster drugs. The barriers to entry are particularly great for combination products such as Pfizer's newer-generation pneumococcal conjugate vaccine Prevnar 13 and Sanofi Pasteur's pentavalent and hexavalent children's vaccines, which would require a new manufacturer to individually develop each component, get the overall formulation right and produce it consistently.

"It's even more complicated than it sounds," said Dr. Jeffrey Almond, vice president of discovery and external research and development for Sanofi Pasteur. "Patents are important in our business, particularly for maintaining a position against competitors. However, once we come off patent, we're not subject to generics taking our market straightaway. If you're new to the field, you can't come in and develop the five vaccines required in a pentavalent all at once. Pharmaceutical companies are now seeing vaccines as a long-term, sustainable revenue generator with less pressure from newcomers. Some of our best products, like flu and inactivated polio vaccine, are 50 years old and we're still generating revenue with them — and will do so into the future."

A New Kind of Leader

Even as companies still have success with older vaccine products, however, the industry is moving in a new direction thanks to technological developments that promise a departure from traditional production

methods using egg-based processes. As the landscape shifts, it is requiring leaders to have expertise in these new approaches.

"The days of using natural material for developing vaccines is gone," said Dr. Subhash Kapre, president of The Serum Institute of India. "No longer will people seek to make them from naturally occurring bacteria and viruses. Instead, it will be about how well one is able to activate the immune system. Several sub-cell mechanisms exist that could bring about protection, but these are vast and largely unexplored areas requiring high intellectual capability along with the right bioinformatics tools and appropriate software."

According to Kapre, leaders at midsize organizations that compete with big pharma in this environment need not only intellect and technological savvy, but also an innovative streak and strong operational skills. "The key competency is an ability to be imaginative and innovative to develop new ways of approaching existing technologies while incorporating the speed, dynamism and cost-competitiveness to bring these products to market in the right time frame," he said.

In addition, new industry advances require leaders to be strong collaborators who can work openly and successfully with academia, the biotech sector and other companies across the range of technologies required. "We absolutely have to work with partners outside the company because we have to broaden our skills base in immunology, microbiology and cell biology and can't master all of these areas alone," said Almond, whose company is the largest in the world dedicated to human vaccines. "To the pharma industry, which has typically been secretive, this is a relatively new approach."

On the commercial side, leaders must also collaborate successfully with governments and NGOs given the central role that organizations such as the World Health Organization and the Bill & Melinda Gates Foundation play in global immunization efforts. As part of these relationships, leaders have to be able to strike a balance between their responsibility to shareholders and the need to work effectively with these partners to affordably provide lifesaving vaccines to people in developing nations.

In a recent example, GlaxoSmithKline CEO Andrew Witty announced that he will price GSK's malaria vaccine at only 5 percent over the cost of making it if it passes clinical trials, and stated that the company won't try to recoup the huge research costs that had been shared by the United States Army and the Bill & Melinda Gates Foundation.

"The vaccine industry is like a small but global fraternity," said Germano. "You have to be transparent and get used to the fact that the product is not yours alone. You can nurture and bring it along, but you also need a commitment to the broader good — it is ultimately about solving a public health concern."

An International Approach

As they look to the future, vaccine producers see products for emerging markets as an increasingly important area of focus. "Companies are taking more interest in not just the developed nations, but in supplying the entire world with medications and vaccines to prevent disease and cure people," said Cees de Jong, chief operating officer and member of the management board for Crucell. "There is a huge population in these countries that we can serve with medication and with vaccines for prevention."

The growing consumer powers of Brazil, Russia, India and China are already playing an ever-larger role in the industry. These countries, recognizing the value of vaccines, are moving toward broader coverage and have private markets where manufacturers can sell at prices equivalent to

New industry advances require leaders to be strong collaborators who can work openly and successfully with academia, the biotech sector and other companies across the range of technologies required.

those in the U.S. and Europe. In response, vaccine companies need leaders with an international outlook and the ability to manage across cultures as they make these regions a priority in their talent-development efforts.

"Countries like India and China have been focused on catching up and copying our products across all sorts of industries, but their education systems, their drive and their innovation is such that they're going to be engines of innovation in the future," said Almond. "We have to position ourselves to be a part of it, not as a foreign company but as a multinational company embracing the culture, the people and the managers in those countries and work in a similar way there to make sure all of these things are pulled together for the benefit of health worldwide."

An Influx of Talent

As they seek to accommodate industry growth, vaccine leaders are also bringing in more talent from outside the industry, a trend that they expect to continue into the future. "As reward systems get competitive with pharma, and pharma-dominant companies increasingly enter the sector, it is likely to deepen the inflow of talent across and into vaccine verticals and dedicated vaccine companies," said Kapre.

Not surprisingly, the willingness of leaders to go outside of the industry varies based on how unique the role is to the industry. "In logistics and procurement, we have brought in people from three different industries," said de Jong. "In marketing and sales, I've brought in people from pharma. But in process and clinical development, we stick close to the industry, because of the specific nature of the sector's technology and regulations."

This is equally the case for research roles, where certain areas offer significant overlap in skills with pharma, while others require specialized talent that's grounded in vaccines. "We can recruit people from outside who've worked in biologics, since that technology is relevant to our products and processing, and even chemists for things like adjuvantation," said Almond. "But there are some specialties in the vaccines industry that you don't routinely find even over in pharma."

Developing Future Leaders

As they work to develop their next generation of leadership talent, vaccine producers are investing in ongoing education and learning programs to help employees keep pace with the industry's dynamic advances. Sanofi Pasteur, for instance, gives employees access to both tailor-made in-house education programs and to external courses at universities, in addition to having employees engage with outside partners from academia and biotech on projects.

Placing a greater priority on internal development, Crucell has introduced twice-yearly capability reviews down to the middle executive levels of the organization. These reviews include assessments of all managers and scientists and the creation of personal development plans to help them reach their potential.

At The Serum Institute of India, meanwhile, the company stresses the inclusion of HR leadership and the CEO to create a combination of rewards- and non-rewards-based motivational methods to enhance retention — something that is becoming an increasing challenge in a rapidly growing market with upwardly spiraling salaries.

The Future of Vaccine Leadership

As they strive to develop their next generation of leaders, vaccine companies are also aware that tomorrow's vaccine leader will require different skills than the leaders of today. To date, the vaccine industry has mainly focused on infectious diseases, and while leaders say that will continue to be a major part of the business, they also expect the industry to focus increasingly on immunologic intervention for other diseases, including therapeutic intervention for things like cancer, Alzheimer's disease, allergies and addiction.

In response, future leaders will require an even broader skill base that goes beyond infectious disease talent to include greater knowledge of cancer cell biology and immunology as vaccines move increasingly into these new areas of treatment. For example, according to Kapre, some indications are emerging that metabolic disorders could be caused by intestinal infections. "This could mean vaccines to prevent the harboring of such bacteria in our gut — and could open a new world for the use of vaccines to cure metabolic disorders," he said. "This will increase the importance of vaccines even further in improving quality of life."

And while the competencies required of vaccine leaders will continue to evolve, the most critical attributes are not likely to change even far into the future: the need for a sense of urgency and the ability to guide products quickly and safely to market.

"Our goal is not to get someone to take a pill every day for the rest of their lives — we want to give them a shot once and prevent death," said de Jong. "If we have to delay a program, we don't just calculate revenue. We think about how many people will die because our product didn't make it to market yet. Two to three million people die every year of tuberculosis, and there's no good cure. One to two million die each year of malaria, mainly children under five years old. About 50,000 people die of rabies each year, with around 95 percent of those deaths occurring in Asia and Africa. If you ever see someone die of rabies, you will never forget it in your life. Our drive to bring these products to market is to cure those people. That drive requires a different kind of leader."

As they balance a strong business sense with an even stronger sense of social responsibility, reports project that these leaders will guide the vaccine industry to strong, continuing growth in the coming years — and enhance and protect millions of lives as they do it.

About the authors

Mark Broer, the co-leader of Spencer Stuart's global Pharmaceuticals Practice, recruits senior executives and board directors in the life sciences sector, with a particular focus on international appointments. He brings more than 20 years of industry and professional services experience in the life sciences to his role.

Filomena Leonardi, a member of Spencer Stuart's Life Sciences Practice, focuses on the pharmaceutical and biotechnology sectors. Within those sectors, she leads assignments for senior-level research and development, sales and marketing, and general management roles.

Sachin Rajan leads the firm's Mumbai office and is a member of the firm's Life Sciences Practice as well as of the Technology, Communications & Media and Consumer Goods & Services practices. He led the oncology business for Bristol-Myers Squibb in India prior to joining the firm.

About Spencer Stuart

Spencer Stuart is one of the world's leading executive search consulting firms. Privately held since 1956, Spencer Stuart applies its extensive knowledge of industries, functions and talent to advise select clients — ranging from major multinationals to emerging companies to nonprofit organizations — and address their leadership requirements. Through 51 offices in 27 countries and a broad range of practice groups, Spencer Stuart consultants focus on senior-level executive search, board director appointments, succession planning and in-depth senior executive management assessments.

Spencer Stuart's Life Sciences Practice

The executive search firm of choice for top-level life sciences assignments, Spencer Stuart was the first firm with a fully integrated Life Sciences Practice, placing executives in a wide array of functions in every sector of the industry. Our global practice comprises a network of more than 100 professionals dedicated to serving life sciences clients.

In addition to our executive search work, we have placed directors on the boards of many leading life sciences companies and regularly act as advisers for our clients on a number of ongoing human capital-related issues.

Life Sciences Monitor™ is a publication of Spencer Stuart's Life Sciences Practice.
© 2010 Spencer Stuart. All rights reserved. For information about copying, distributing and displaying this work, contact permissions@spencerstuart.com. Sign up to receive publications in your areas of interest via e-mail or RSS by visiting www.spencerstuart.com.

Amsterdam
Atlanta
Barcelona
Beijing
Bogota
Boston
Brussels
Budapest
Buenos Aires
Calgary
Chicago
Dallas
Dubai
Frankfurt
Geneva
Hong Kong
Houston
Johannesburg
London
Los Angeles
Madrid
Melbourne
Mexico City
Miami
Milan
Minneapolis/St. Paul
Montreal
Mumbai
Munich
New Delhi
New York
Orange County
Paris
Philadelphia
Prague
Rome
San Francisco
Santiago
Sao Paulo
Shanghai
Silicon Valley
Singapore
Stamford
Stockholm
Sydney
Tokyo
Toronto
Vienna
Warsaw
Washington, D.C.
Zurich

www.spencerstuart.com