



Roche Canada

Innovative Healthcare for Canadians

*Talking with Mr. Ronnie Miller, President
and CEO, Roche Canada.*

“Two minutes with Ronnie Miller”

1. How would you describe your leadership approach/philosophy? Your personality?

I like to help frame the picture and allow others to colour it in. I have a very team-inclusive approach to leading the company. Talent development is key. I believe in hiring the right people and then supporting and defending them so they are able to grow and do the best possible job.

In terms of my personality, I believe I'm friendly, expressive, jovial and family-oriented. I'm very straightforward, so what you see is what you get. I'm competitive, but at the same time, I also give help willingly.

2. If you were not President and CEO of Roche Canada, what would you like to be?

When I was younger, I would have said a professional soccer player. Now, I'd have to say a coach of a professional soccer team.

Please review your career path which brought you to become the President of Roche Canada?

I began my career in the pharmaceutical industry as a General Practitioner/Primary Care Sales Representative in the United Kingdom (UK). From there, I worked as a Hospital Sales Representative and then accepted a series of progressive positions, including Regional Sales Manager; Product Manager; Director, Sales and Marketing for Oncology; and National Sales Manager. I then took on the role as International Product Manager at Roche's head office in Switzerland. After Switzerland, I worked for four years in Japan as Marketing Director. I returned to Roche's global head office in Basel, Switzerland, to lead the global task force for Xenical® on strategies and tactics, including clinical, regulatory and marketing perspectives. Following that assignment, I relocated to the UK to take on the role as Divisional Director of Pharmaceuticals. In 2000, I assumed the role of President and CEO of Roche Pharmaceuticals in Canada.

What have been the most significant changes in the Canadian marketplace in your time here?

Canada is a fabulous place to engage in research and development, but it is becoming increasingly challenging to be able to quickly translate research into positive business results. Not surprisingly, the industry has seen a dramatic decline in market growth, from 16% in 2000 to the current 6% to 7% growth. We've also seen a slowing down of innovation and product launches over the past few years. This has been partly due to challenges around the funding of innovative treatments, which has become more complicated and time-consuming.

Due to these and other factors, many pharmaceutical companies are reevaluating their business strategy, resulting in more segmentation and specialization of their products. With this shift in strategy, shrinkage in the sales force has occurred.

While there has been tremendous growth in the biotechnology industry in Canada, we need to do more to position this country as an attractive location in which to conduct research. With emerging markets, such as China and India, assuming an increasing share of global R&D, we must do more to secure future investments.

What has the relationship with Genentech meant for Roche and Roche Canada?

Roche recognized the value of bio-pharma partnering early, when we established a relationship with Genentech in 1990. We take an entrepreneurial approach to partnering by funding innovation while allowing our partners to remain independent. Our relationship with Genentech has been incredibly successful for both companies. It has resulted in cutting-edge science, groundbreaking drugs and a fantastic pipeline growth for our organization globally. This is particularly true in oncology.

In Canada, our pipeline has helped to make us one of the fastest growing companies in the industry and has positioned our organization as a great place to work.



Roche Canada's Operating Committee. Front Row (L to R): Lorenzo Biondi, Vice-President (VP), Medical & Regulatory Affairs; Ronnie Miller, President and CEO.; Susan O'Dowd, VP, Human Resources; Nita Arora, VP, Clinical Research. Back Row (L to R): Ilona Torontali, VP, Public Affairs; Detlef Krawinkel, VP, Sales and Marketing; James Hall, VP, Business Operations; Ciro Caravaggio, VP, Sales and Marketing; Patrick Mongrolle, VP, Business Management Services; James Willoughby, VP and General Counsel.

"Two minutes with Ronnie Miller"

3. What's the least enjoyable job you've ever had?

When I was in high school in Scotland, I was a porter in a hospital. As part of my duties, I often had to take deceased patients from hospital rooms to the morgue. The town I grew up in was fairly small, so I often knew these people—not a pleasant experience at all.

4. What music do you enjoy and what would your personal theme song be?

My musical taste is somewhat eclectic. I quite like Dean Martin and the Eagles. Lately though, I've found myself listening to classical music. I usually have the radio tuned to CBC Radio One or Classical 98 FM on the way to and from work. My personal theme song would be "Don't Stop Me Now," by Queen.

5. What is your favourite sport? To play? To watch?

I love to play golf and enjoy watching soccer matches.

6. Being a golfer, who would round out your dream foursome and where would you play?

My dream foursome would be Tiger Woods, Jack Nicklaus and Bobby Jones at their respective primes. However, I also think it would be fun to hit the links with Bob Hope, Dean Martin, and my brother, Guy.

7. Is there anything you won't eat?

Yes, my words!

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“Two minutes with Ronnie Miller”

8. What is the last book you read?

To Rule the Waves: How the British Navy Shaped the Modern World, by Arthur Herman.

9. What would be your ideal vacation?

My ideal vacation would be a family holiday next to a golf course in either Hawaii or the Caribbean.

10. What’s your favourite movie/TV show?

There are a couple of programs I enjoy watching, including *Black Adder* and *Everybody Loves Raymond*.

11. What’s the best advice you’ve ever been given?

My father told me to always treat people as you would want to be treated yourself.

12. If you could spend the day with anyone (living or dead), who would you choose and why?

Without a doubt, it would be Winston Churchill. I admire his leadership, wisdom, stoicism, conviction, wit and stubbornness. He was a bridge from the imperialism of the nineteenth century to the modern world.



Ronnie Miller in conversation with Roche Canada employees Beena Mistry and Brian Jahns.

Please discuss the transformation of Roche from a primary care company to one of specialty products and how this has impacted your sales and marketing activities.

Transforming ourselves to a specialty products company has changed our focus and caused us to simplify and diversify. We now operate as six divisions within the company, operating entrepreneurially without layers of bureaucracy and “red tape.” With products targeted for use in specialty care, institutional and hospital settings, we have developed a stronger focus on partnering with institutions and government.

What are the major issues you see facing the pharmaceutical industry and how can we address them?

There is tremendous pressure on the pharmaceutical industry, both globally and here in Canada. The key issues, in my view, revolve around innovation, transparency and rising healthcare costs.

In terms of innovation, many companies are pursuing targeted therapies as the way forward. We need to ensure the right drug

is administered to the right person at the right time. One-size-fits-all is no longer the best approach.

The pharmaceutical industry provides real value to the healthcare system and to Canadians. We can further enhance that value by becoming more transparent in a couple of ways. Firstly, governments are demanding more transparency regarding the pricing of prescription drugs. At the same time, increased media focus and the resulting public attention to drug safety and clinical trials results reporting has led to a call for better post-marketing surveillance.

With the rise of the Internet as a key tool for health information, patients are becoming more informed. As an industry, we must ensure we are proactive and up-front in how we interact and communicate with our stakeholders.

Across the country, governments are challenged with an aging population and increasing healthcare costs. The pharmaceutical industry has a role to play in innovative partnering with our government to find solutions to our healthcare problems. Canadians expect—and deserve—the best healthcare possible.



Ronnie Miller, President and CEO, Roche Canada.

Can you give us an overview of where Roche research and new product activity is directed?

Roche's research strategy will continue with its innovation model or "hub and spoke" model. This arm's length strategy with some of the world's leading biotech companies has translated into tremendous creativity, diversity of ideas—and ultimately, cutting edge science and medicines that are saving people's lives.

The future strategy for Roche will rely very much on the interplay between Diagnostics and Pharmaceuticals. Roche is the only company in the world that has the ability to see a patient through:

- pre-disposition,
- risk prevention,
- diagnosis,
- treatment and
- therapy monitoring.

Our strategy will focus on how we put all this together to bring ultimate value to patients and society. **CPM**

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