



# Schering-Plough Canada: The Pharma Company with the Fastest Growth in the Country

Talking with Carlos Dourado, President and General Manager of Schering-Plough Canada

## “Two minutes with Carlos Dourado”

1. How would you describe your personality?  
Passionate, focused and optimistic.
2. If you were not President and General Manager of Schering-Plough Canada, what would you like to be?  
Vice-President, Marketing, Sport Club Corinthians Paulista soccer club in Sao Paulo, Brazil.
3. What is the least enjoyable job you have ever had?  
Cleaning crew in a peach cannery, in 42°C heat!
4. What is the one thing you have done that you'd never want to do again?  
Be stranded in the open ocean in a sunfish sailboat, with a broken rudder, in the Gulf of Mexico!
5. What is your favourite wine?  
I have many favourites, including Châteauneuf-du-Pape and St. Emilion wines in general.

Continued on the next page

## Please review your career path to date, leading to your appointment as President and General Manager of Schering-Plough.

I have been with Schering-Plough for 30 years. I've worked in Global Marketing, US Managed Care Sales as well as international assignments in Portugal, the Middle East and Africa Region and Brazil. Before coming to Canada, I was Vice-President, Operations for Europe and Canada.

I have a bachelor's degree in Business Administration from Pacific College, Fresno, California and an MBA from California State University, Fresno.

## Please give us a brief overview of Schering-Plough's history as a corporate entity.

Schering-Plough Canada has been part of the Canadian business landscape since it was established in 1926. Today, we employ more than 950 devoted, skilled and energetic people, working in our Kirkland and Pointe-Claire, Quebec locations and across the country.

Schering-Plough Corporation began in the late 1800s in Germany, becoming a global company and an American-owned entity after the Second World War. In 1971, the company merged with Plough, a global consumer products company. In the 1970s and 1980s, the company developed leading pharmaceutical products in areas such as antihistamines, anti-infectives and antivirals.

In 2003, Fred Hassan became Chairman and CEO of the company and put the Action Agenda in place, on which we are making very good progress. In November 2007, Schering-Plough acquired Organon BioSciences.

## What are some of the major similarities and differences between your previous responsibilities on the international scene and your present responsibilities in Canada?

As Vice-President Operations for Europe and Canada, I had a topline role, providing strategic input and ensuring alignment of all the countries with the overall corporate perspective. My current role is very operational and includes a lot



(Standing: from left to right) Jennifer Chan, Director, Regulatory Affairs; Liette Landry, Director, Oncology, Anti-Infectives and Anesthesia; Kent Hovey-Smith, Director, Communications; Carlos G. Dourado, President and General Manager; Luigi Cecere, VP, Finance; Amita Kent, VP, Legal Affairs; Bruno Mader, VP, Immunology; Doug Fernandes, VP, Government & Health Affairs; Tina Cantrill, Director, Virology; Gary Thiessen, VP, Primary Care. (Seated: from left to right) Dr. Nabil Abadir, VP, Medical; Rosy Sasso, Director, Compliance; Val Pietrantonio, VP, Human Resources; Sam Gourdji, VP, Business Operations.

## “Two minutes with Carlos Dourado”

6. Is there anything you won't eat?  
No raw fish, broccoli or beets for me, thank you!
8. What is the last book you read?  
A biography of William Wilberforce, who successfully campaigned to end slavery in Britain.
9. What would be your ideal vacation?  
On a beach with very little to do.
10. What is the best advice you've ever been given?  
Care about your people and show your care.
11. What is your favourite sport? To play? To watch?  
Soccer, soccer, soccer.

more customer touch as I spend as much time as possible with governments, physicians and patients, along with our sales and marketing teams. And I watch results very closely!

## What are your key business priorities and objectives at Schering-Plough, following the recent acquisition of Organon?

We want to continue to grow faster than the market, ensure the integration does not distract us from our objectives and to capitalize on all existing and new product opportunities.

Very importantly, we also want to continue to build the most talented team in the industry. As our Mission states, “Schering-Plough Canada is a vibrant environment where ownership, creativity, continuous improvement and innovation are encouraged and rewarded.”

## You recently moved into your new Canadian corporate headquarters in Kirkland. Why was this move necessary, given that you already have a very large facility on the Transcanada Highway, in Pointe-Claire?

The need for a new head office is the result of our company's employee expansion over the last five years. So our large facility in Pointe-Claire was not big enough for all of our employees.

We now have three locations on the West Island—the new head office, along with our state-of-the-art manufacturing facility, which produces 300 million tablets a year for international and domestic markets, in Pointe-Claire and we also have a state-of-the-art distribution centre located in Kirkland.

**Remicade® was launched in Canada a few years back. Has Remicade® become successful in all markets? To what do you attribute the success of Remicade®?**

Remicade® has been very successful around the world. The product is truly outstanding, addressing significant diseases such as rheumatoid arthritis, Crohn's disease, ulcerative colitis and psoriatic arthritis, among others, with great efficacy. Patients frequently get their lives back through this medication. Here in Canada, we have regional sales and marketing and sales teams supporting Remicade®.



Charles C. Doucette and Françoise Girard (Group Vice-President in Canada, EUCNA Region, Schering-Plough Corporation) at the official office opening employees celebration on November 15th, 2007.

**Can you please give us an idea of what other products are in your pipeline and when you expect to market these products?**

Schering-Plough Corporation invests nearly \$3 billion annually in research and development. As a result of such investment, we recently launched Posanol®, an excellent product for invasive fungal infections. In our pipeline, we also have a thrombin receptor antagonist and the anesthesia drug sugammadex, along with golimumab for rheumatoid arthritis, ankylosing spondylitis and psoriatic arthritis. We are a major biotech firm in Canada and this would increase our activity in biotech considerably. Overall, it is a very strong and balanced pipeline.

**Many pharmaceutical companies, including Schering-Plough, have established joint development and marketing agreements with other pharmaceutical companies. Do you foresee Schering-Plough getting involved in additional joint agreements in the future?**

We do have a major joint venture right now with Merck & Co. on Ezetrol® and consequently with Merck Frosst here in Canada, for cholesterol, as well as the important licensing agreement with Centocor for Remicade® and golimumab. This is an important part of the business strategy for Schering-Plough. In fact, our Chairman, Fred Hassan, has said that future development will be based on a ratio of 50% internal R&D and 50% partnerships, so we can expect more of this.

**What are the major issues that impact your business in Canada?**

The biggest one is the time delay between approval of new drugs and having them on provincial drug plans. It is far too long—up to 18 months. When speaking with governments, I always state that there is a need for speed and predictability in listing innovative



Employees participating in the Annual Schering-Plough Employees Giving Campaign called "Let's make a difference" in the Montreal West Island. Employees are doing these types of activities two to three times a year.

new therapies. I know this is a budget issue for governments, but as we enter an era where blockbuster medications become generic, governments will have more funds available to pay for innovations.

Unfortunately, the very high price of generic medications in Canada—in fact, the highest in the Western world—means that our governments will not have as much money as a result of this genericization, but they will have an increase in funds available.

**Schering-Plough has enjoyed very impressive sales growth over the last several years;**

**what are your plans for the future to maintain this remarkable growth rate?**

According to data from IMS Canada Inc., Schering-Plough Canada is the fastest-growing of the large, research-based pharmaceutical companies in the country. To keep this going, we will need to capitalize on the strength of our pipeline, capitalize on all the marketing opportunities and continue to build the best team in the industry.

**What distinguishes Schering-Plough from other employers?**

We are in an extended growth phase in an industry that frequently faces contracting sales. As we expand, we are doing so judiciously—we want those we hire to stay. And as I mentioned before, our mission statement drives this: "Schering-Plough Canada is a vibrant environment where ownership, creativity, continuous improvement and innovation are encouraged and rewarded."

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