

# Pfizer Canada

## Making Success Happen

---

*CPM talks to Jean-Michel Halfon, President and CEO, Pfizer Canada.*

---



**Jean-Michel Halfon**  
*President and CEO*  
*Pfizer Canada*

### *Where does Pfizer Canada rank in the global structure of Pfizer Inc?*

Pfizer Canada is among the most successful and accomplished of all Pfizer's country organizations. But it wasn't always so. As recently as 1992, Pfizer Canada was the 27th largest pharmaceutical company in Canada, with about \$50 million in annual sales. We were a non-player, both on the Canadian pharmaceutical scene and within Pfizer's global organization. With our huge growth over the past decade, we are now number one in Canada, number one in market share within the Pfizer global organization and this year became the first Canadian company with more than \$1 billion in pharmaceutical sales. The success of our organization has not gone unnoticed at our global headquarters in New York. Over the past few years, a number of our executives have taken important positions in the global organization. My predecessor in Canada, Alan Bootes, now heads Pfizer Japan, Pfizer's largest organization outside the U.S. We are recognized for our success and for our innovation in responding to the changing needs of the pharmaceutical marketplace.

### *How is Pfizer Canada structured?*

The key to our structure is teams, beginning even at the level of our various business units in Canada. Those of us who run our pharmaceutical, consumer health, animal health, research and manufacturing activities form one team which co-ordinates various activities and shared services. Teams are vital throughout the Pfizer

## Career Focus



I came to Pfizer Canada as President and CEO in August 1999. I had been working at our global headquarters in New York, where I was heading a product development team. Prior to that, my career had been with Pfizer France. I received my education in France, in industrial engineering, and started with Pfizer in that capacity. Over the years I moved into marketing and sales management and eventually directed the pharmaceutical business for Pfizer France. I then moved to our European headquarters in Brussels, to head a European team, prior to going to New York. The assignment to Canada two years ago was very exciting for me and my family. I knew I was coming to a very successful organization and that's certainly turned out to be true. Just a few months after my arrival, Pfizer acquired Warner-Lambert. I have had the challenging, but satisfying, job of uniting the two businesses to become Canada's largest pharmaceutical company. It also has been a wonderful experience learning about the challenges the Canadian health-care system presents to our industry and developing new strategies to meet the changing environment.

Pharmaceutical Group, which takes care of our prescription products. Our senior management team is very dynamic and team members work well together. However, the key to our success and flexibility in the marketplace, in my opinion, is our therapeutic teams. These teams bring together people from all the functional areas vital to launching and growing a product on the Canadian market. Our teams include people from marketing, sales, market research, medical and research, patient access, regulatory and public affairs. Some people are dedicated to one product, others work on two or more teams. Some teams have only one major product and others have two or three smaller ones within a therapeutic area. This team structure gives us great

flexibility in responding to events or market conditions, such as changes in regulatory status. For shared services, such as human resources, finance and business technology, the "business partner" concept is vital to ensuring these departments deliver necessary services in a timely and efficient manner.

### ***Pfizer recently merged with Warner-Lambert. How has this merger affected the "new" Pfizer to date?***

The key to Pfizer's merger with Warner-Lambert, and what sets it apart from others in the pharmaceutical industry, was that it was done from a position of strength by both companies. We were the two fastest-growing companies, both

globally and in Canada. When we merged last year, the combined company continued to grow rapidly, while we realized savings by eliminating duplication. In sales, however, we actually put the two field forces together and then expanded even more with new hirings. This fall, as our growth continues, we are expanding yet again.

The other important aspect to the success of the merger was the fact that our two portfolios were very complementary, both within the pharmaceutical division and within our other business units. We also had enjoyed a very good relationship working together to launch and develop Lipitor<sup>®</sup>, now the most successful prescription product in Canada. All of this contributed to the merger process pro-

ceeding very smoothly. The immediate result was not only that the “new” Pfizer became the leading pharmaceutical company, both globally and in Canada, in terms of sales, but did so a few years ahead of the goal we had set for ourselves without a merger. We are now working on living up to the responsibilities that come with leadership.

*Tell us about Pfizer Canada’s corporate values and explain how they are applied.*

Our values are at the core of what we do. They are much more than nice statements on a plaque on the wall. Our eight values are:

- Customer focus;
- Respect for people;
- Integrity;
- Teamwork;
- Innovation;
- Community;
- Performance; and
- Leadership.

It is very important for us to ensure whatever we do is done according to our values. Our values come first, success second. That said, we find that acting according to our values does not hold us back or limit our success, but rather contributes greatly to it. We are long past the days when a company can bluff or buy its way to leadership. That won’t wash today with any of our stakeholders — doctors, patients, governments, private payers or the public.

We are currently further expanding the role of our values in our



*Jean-Michel Halfon (centre) accepts the Prix Galien Canada Innovative Drug Product Award from Roy Cullen, Parliamentary Secretary to the federal minister of finance. Jaques Gagné, President, Prix Galien Canada, is at right.*

business decisions and in the annual evaluation of every Pfizer employee. We have just completed a major global survey of all employees to see exactly where our employees think we stand in acting on our values. Over the next year we will be acting in areas where we need improvement.

*Pfizer recently won the Prix Galien Canada Innovative Drug Product award. What does this mean for Viagra® and for your company?*

The Prix Galien was a very important recognition for both Pfizer Canada and for Viagra. First of all,

it recognized the major role Canadian clinical researchers played in the development of this important new product. The participation of Canadian researchers in the development of Viagra was greater than for any other new Pfizer product, and the Prix Galien gave much-deserved recognition to the excellence of their research efforts. Secondly, the Prix Galien is important to Viagra itself. Viagra, of course, has been a pharmaceutical product like no other, given both the positive and negative publicity it has received. The Prix Galien cuts through the jokes and misconceptions and positions Viagra for what it really is — a



*The ins and outs of Centre iSci, Montreal's new interactive science centre.*

truly innovative product to treat an important condition that profoundly affects the lives of millions of men and their partners. It's very satisfying for all of us at Pfizer Canada to have won this prestigious award.

### *What are some of Pfizer's other recent accomplishments?*

Along with our business successes, which are keeping us at the top of the industry, we're very proud of our growing contributions to the community at large. A highlight in June was winning the Ethics in Action Award, which honoured our contribution to the establishment of the Canadian Coalition of Caregivers.

We're also proud of several other recent major collaborations. For instance, we're the major pharmaceutical sponsor of Montreal's new interactive science centre, Centre iSci. We're the corporate

sponsor, in partnership with the Government of Ontario, of Sci-Tech Ontario, which sponsors science fairs across the province to encourage students to pursue science education.

Expanding on our long-time role as the major corporate sponsor of the Canadian Paralympic Team, we have been pleased this year to be the global sponsor of the "Round the World Challenge" of Ottawa resident Mike Nemesvary. Mike has become the first quadriplegic to drive independently around the world, to raise money for spinal cord injury research. Our various efforts with the disabled community of Canada last year earned us the Corporate Award from the Canadian Foundation for Physically Disabled Persons. We are the first pharmaceutical company to be so honoured.

*This past year Pfizer Canada has launched direct-to-con-*

*sumer (DTC) ad campaigns about Alzheimer's disease, high cholesterol and erectile dysfunction. Will you continue to take a leadership role in DTC advertising?*

Our DTC campaigns are responding to the public's need to get information that allows them to take control of their health care decisions. These three disease areas, in which we have the leading prescription products, are ones in which patients need to take a proactive role in seeking diagnosis and treatment. This makes them important areas for disease-education, DTC advertising. Pfizer will continue to develop campaigns within both the spirit and letter of the Canadian regulations that help Canadians make choices that can improve their health and quality of life.

*What new products can we expect to see in the coming*

## *months and years?*

Pfizer continues to be recognized as having one of the largest and broadest product pipelines in the industry, resulting from the largest investment in R&D in the industry (about US\$5 billion this year alone). The most immediate new products from Pfizer's pipeline include Vfend<sup>®</sup>, an important new anti-fungal, the anti-psychotic Zeldox<sup>®</sup>, Relpax<sup>®</sup> for migraine and pregabalin for neuropathic pain and epilepsy. Important new products include valdecoxib, the next-generation Cox-2 inhibitor co-promoted with Pharmacia, and Spiriva<sup>®</sup>, a new treatment for chronic obstructive pulmonary disease (COPD), co-promoted with Boehringer-Ingelheim. Also in late-stage development with Aventis is Exubera<sup>®</sup>, an inhaled insulin, which promises to allow many patients with diabetes to eliminate or limit the number of insulin injections they will have to take. Further up the pipeline, Pfizer has several late-stage cancer products, HIV/AIDS treatments, a next-generation selective estrogen receptor modulator (SERM) for the prevention of osteoporosis and the reduction of the incidence of breast cancer, a new treatment for overactive bladder syndrome and a novel treatment for panic disorders. These are just a few of the more than 150 research projects in Pfizer's pipeline.

## *What does the future hold for Pfizer in Canada and world-*



*Quadriplegic Mike Nemesvary returned to Canada on Sept. 4, 2001 after driving through 18 countries in five months.*

## *wide?*

Pfizer has just set itself the mission of moving beyond merely being number one in terms of sales to becoming the most valued company for patients, doctors, business partners, customers, investors and the community. We believe we can achieve this, both globally and in Canada. In this country, we are at a vital stage in the evolution of the health-care system. We believe we can play a key role in shaping health-care policy to ensure Canadians continue to get prompt access to new medications as they are developed. As our researchers develop applications that come

from new technology and from the decoding of the human genome, Pfizer will have even more products to bring to Canadians and patients around the world. However, we must work to ensure our medical and health-care systems are allow patients to have access to new medicines and treatments as they become available. The future looks very bright for Pfizer and Pfizer Canada, but success is never guaranteed. It is our challenge to continue to make our success happen.

CPM