

Executive Impact

Helping pharmaceutical and biotech leaders solve complex business challenges.

Over the past 35 years, I've had the opportunity to lead organizations through commercialization, organizational change, product launches, Medical Affairs transformation, and growth. Every challenge was different, but they all required the same thing: listening first, aligning people, and making decisions that moved the business forward.



Transforming a Global Medical Affairs Organization

The Challenge

- When I took over the Global Medical Information and Scientific Communications organization at AstraZeneca, the team had grown quickly, but the operating model had not.
- Work was spread across multiple countries, costs were climbing, and too much time was being spent creating content that couldn't easily be reused.
- We needed a simpler, more efficient way to support a growing global portfolio without sacrificing quality.

My Approach

- The first step was understanding how the work was actually getting done.
- I met with teams around the world, mapped the process from beginning to end, and identified where we were creating unnecessary work.
- We redesigned the operating model, centralized Medical Information across 20 countries, introduced structured content and digital authoring, and built stronger partnerships across Medical Affairs, Commercial, Procurement, IT, and Global Business Services.
- The goal wasn't simply to reduce cost. It was to build a model that could continue to grow with the business.

The Outcome

\$25M

Operational Efficiencies

Generated more than \$25 million in operational efficiencies.

\$10M

Agency Spending Reduced

Reduced agency spending by \$10 million.

50%

Content Reuse Increase

Increased global content reuse by 50%.

90

Global Professionals

Built and led a global organization of 90 professionals supporting a \$25B+ portfolio across 13 brands.

Created an operating model that continued supporting future launches and global growth.



Growing Mature Brands When Everyone Expected Decline

The Challenge

- Several of AstraZeneca's largest brands were approaching loss of exclusivity.
- Most people expected revenue to decline as generic competition entered the market.
- Our challenge wasn't launching something new. It was protecting the value of products that had already been successful for years.

My Approach

- Instead of treating this as a marketing problem, we treated it as a business problem.
- We brought together Marketing, Sales, Medical Affairs, Market Access, Pricing, Supply Chain, and Operations around one commercial strategy.
- We focused on improving payer access, strengthening customer engagement, and making sure every part of the organization was working toward the same objective.

The Outcome

\$300M+

Above Forecast

Delivered more than \$300 million above forecast in consecutive years.

500+

People Led

Led organizations supporting more than 500 people across Sales and cross-functional leadership.

Created AstraZeneca's benchmark approach for managing products through loss of exclusivity.

Protected revenue while extending the performance of mature brands.



Helping Launch What Became an \$8 Billion Brand

The Challenge

- AstraZeneca and Bristol Myers Squibb were preparing to launch a new diabetes medicine through a global co-commercialization partnership.
- Launching a product is difficult enough.
- Launching one across two large organizations with teams around the world adds another level of complexity.

My Approach

- My role was bringing people together.
- I worked across Marketing, Medical Affairs, Market Access, and Commercial teams to align the launch strategy.
- We built one plan, one message, and one direction so that teams across multiple countries could execute with confidence.
- I also led the work that resulted in the brand name Farxiga.

The Outcome

\$8B

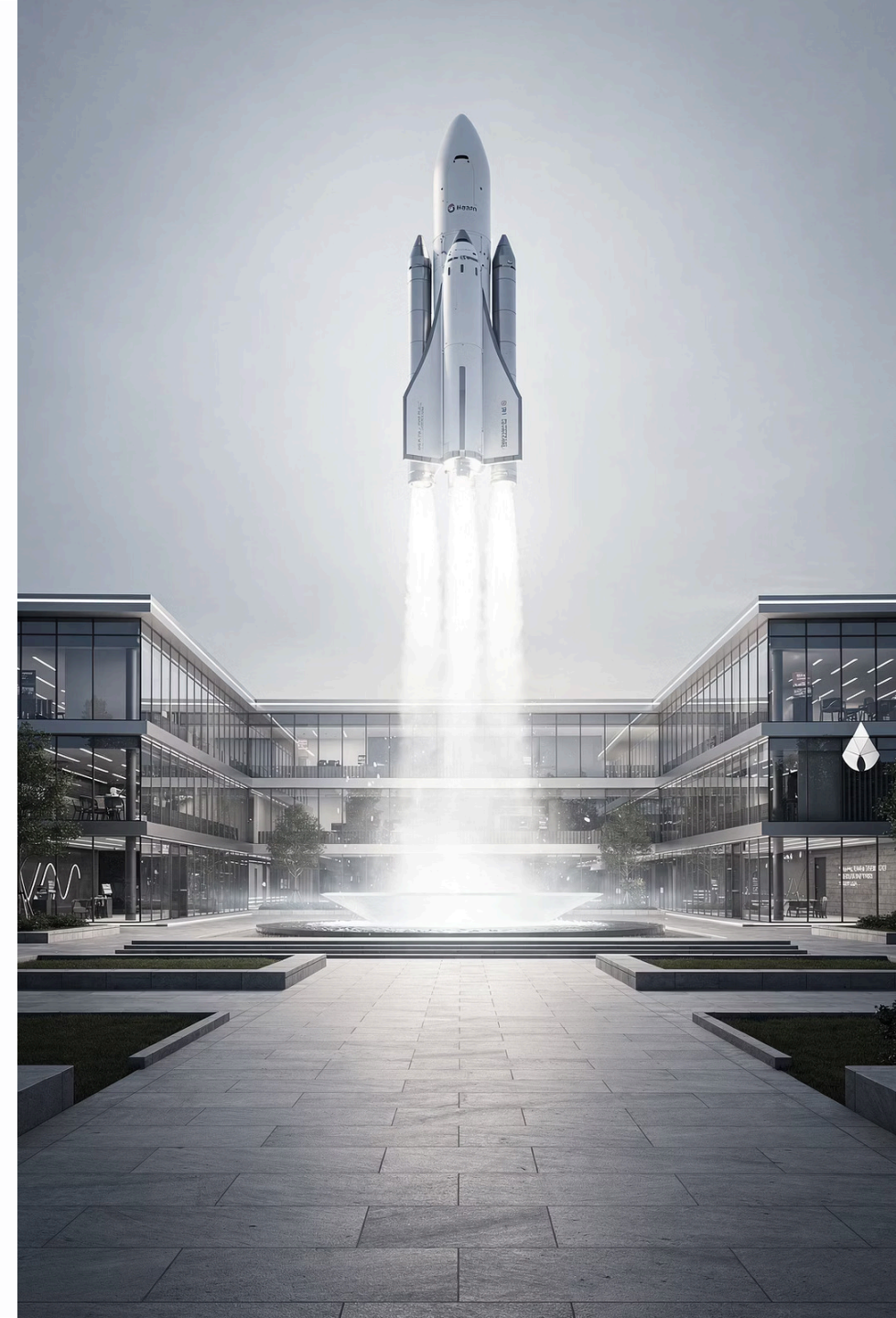
Global Brand

Helped build the commercial foundation for what became an \$8 billion global brand.

Successfully aligned teams across two global pharmaceutical companies.

Supported launch readiness across international markets.

Established a commercialization approach that could be adapted across regions.



Changing How Physicians Access Scientific Information

The Challenge

- Healthcare professionals were finding it difficult to access scientific information quickly.
- Our Medical Affairs teams were spending too much time recreating content and relying heavily on outside agencies.
- We needed a better way.

My Approach

- We secured executive support for a major digital investment and built one of the industry's first online scientific engagement platforms.
- At the same time, we standardized how content was created so information could be reused instead of recreated.
- The goal was simple: make it easier for physicians to find what they needed while making the organization more efficient.

The Outcome

300K+

Physician Users

Increased physician engagement from approximately 2,000 to more than 300,000 users.

14

Countries

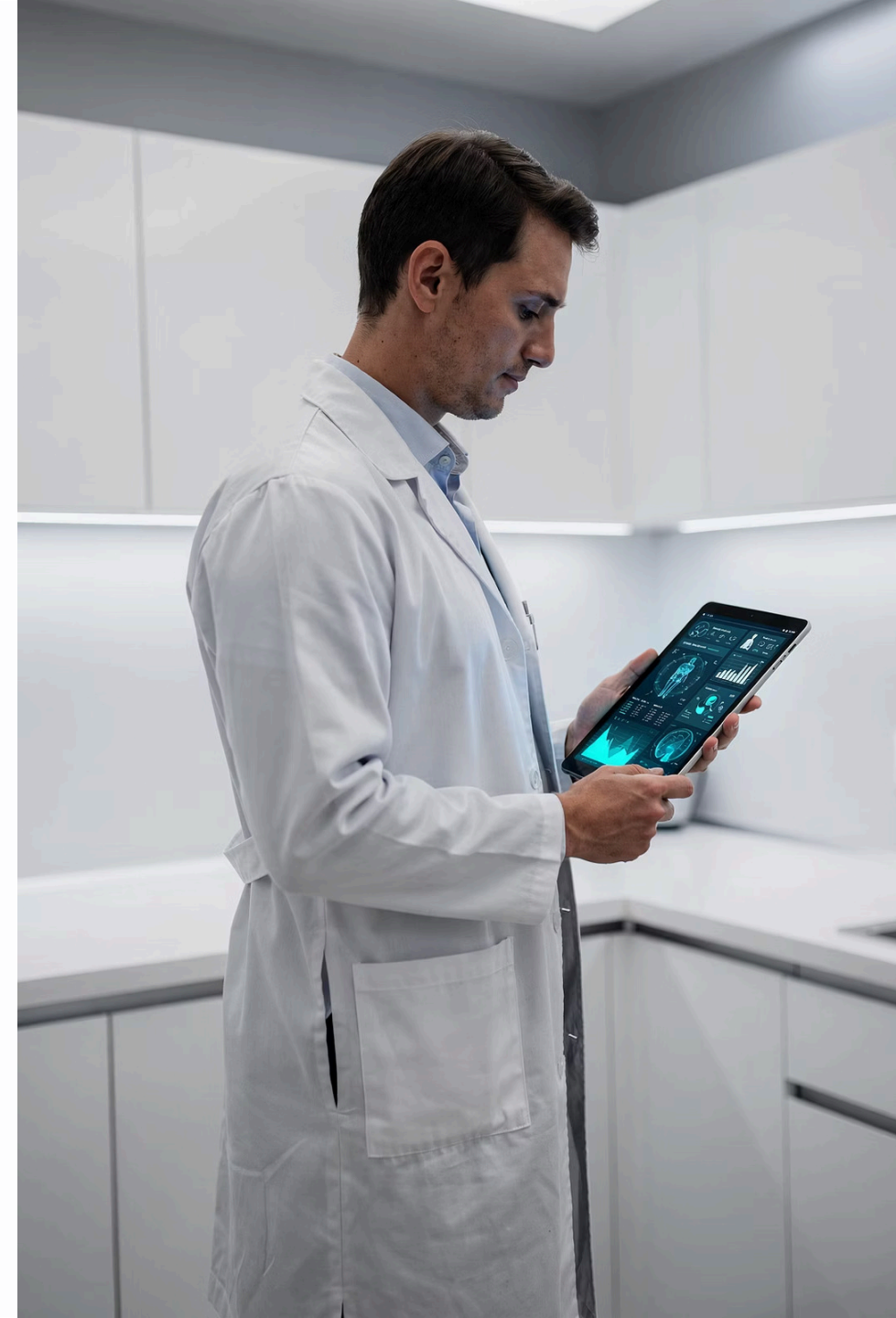
Expanded the platform into 14 countries.

\$2M

Annual Agency Savings

Reduced agency costs by approximately \$2 million each year.

Created a digital capability that became part of AstraZeneca's global Medical Affairs organization.



Seeing What Everyone Else Missed

The Challenge

- I joined a venture-backed biotechnology company as Senior Director of Marketing after its neurotoxin product for cervical dystonia had been stuck at about 3% market share for almost two years.
- The belief inside the company was straightforward: hire more sales reps.
- Before recommending more investment, I wanted to understand what physicians actually thought about the product.

My Approach

- For my first three months, I spent almost all of my time in the field — traveling with sales reps, meeting neurologists, and talking with pain physicians.
- The answer became clear: the biggest problem wasn't sales coverage, it was reimbursement. We didn't have enough reimbursement managers helping physicians gain patient access.
- We discovered that neurologists prescribed our product only about 3% of the time, while pain physicians used it closer to 30% — because patients experienced pain relief they weren't seeing with Botox.
- Working with our Chief Medical Officer and Market Research team, we gathered clinical evidence and recommended the Board invest in clinical studies proving the pain benefit — instead of hiring more sales reps.

The Outcome

The Board approved the recommendation.

The company couldn't afford both the clinical program and a larger commercial organization, so leadership made the difficult decision to fund the studies.

That decision eliminated the sales and marketing organizations, including my own position.

I would make the same recommendation today.

The studies confirmed the pain benefit.

Several years later, the company was acquired for several hundred million dollars, and those clinical results became an important part of the company's value.

