



SARMA Annual Conference

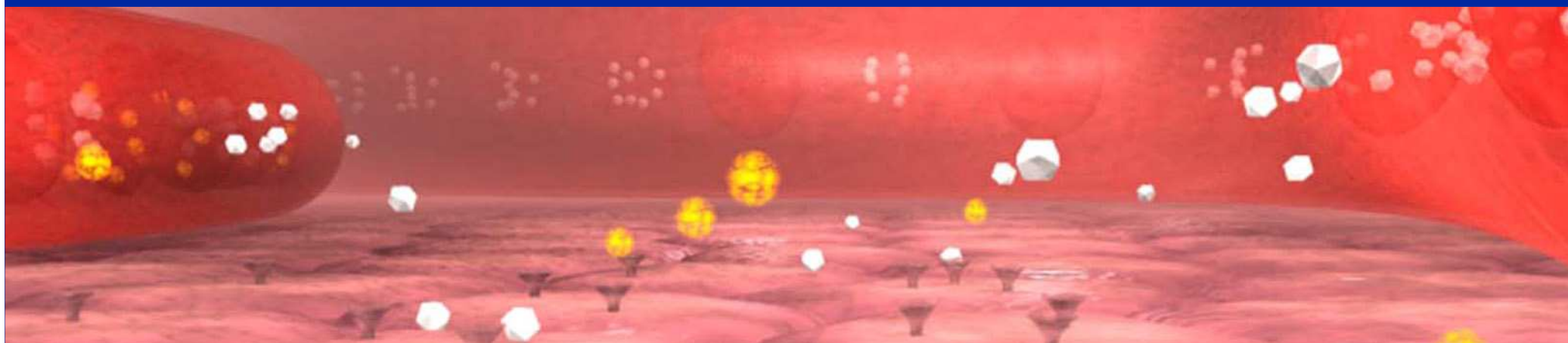
November 13, 2008, EMPA Dübendorf

Success Factor “People” in Research Management

Dr. René Imhof

Global Head of Scientific and Talent Relations

F. Hoffmann-La Roche Ltd





The Past

The Present

The Future



We Innovate Healthcare

1896



Fritz & Adèle Hoffmann-La Roche

1921



Emil C Barell

1953



Albert Caflisch

1965



Adolf W Jann

1978



Fritz Gerber

2001



Franz B Humer

entrepreneurial

risk-taking

committed

social minded

innovative

visionary

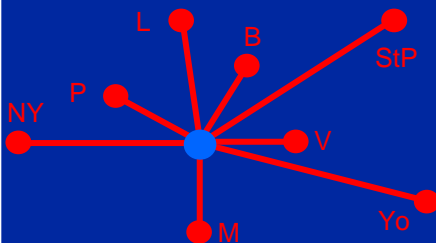


Sirolin

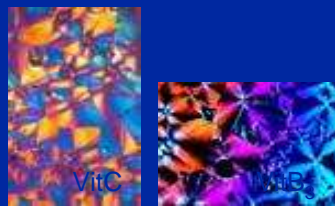
worldwide publicity campaign

pharmaceutical enterprise from the beginning

products by partial synthesis
plant extraction & purification
organ extracts
quality prescription drugs



early world-wide network



world-wide established pharmaceutical enterprise

first totally synthetic drugs (Saridon)
Isoniazid (Rimifon) against tuberculosis
industrial production of vitamins

Roche: world leader in vitamin production and leader in antimicrobial chemotherapy



subsidiary in Tokyo (1925)

new production site Nutley (1929)



Otto Isler



Leo Sternbach

benzodiazepines

therapeutic diversification

a'depressants
a'microbials
a'inflammatory
cardiovascular
cancer
chemotherapy



fragrances & flavors
Givaudan



N Jerne
G Köhler
Nobel 84

Susumu Tonegawa
Nobel 87

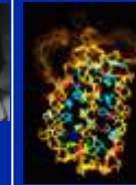
business diversification

bioelectronics
agrochemicals
liquid crystals

Diagnostics Division (1968)

Roche Institute of Molecular Biology (1968)

Basel Institute for Immunology (1971)



IFNα-2a
Roferon-A



PCR

Roche Diagnostics No.1

business turn-around new technologies



collaboration with Genentech (1980)



acquisition of Syntex Roche Palo Alto



acquisition of BM Roche Penzberg



Pegasys HCV



AmpliChip Cyp450



rhu-mAb

focus on Ph & Dia



sustained growth > world average

Roche No.1 in oncology
alliance with Chuqai





Roche Group 2008

Pharmaceuticals

<p>Roche Pharma</p>  	<p>Genentech</p>  	<p>Chugai</p>   
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Diagnostics

<p>Roche Diagnostics</p> 	<p>Ventana Medical Systems*</p>  
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First Half Year 2008
(CHF)

Sales

17.3 Bio

4.7 Bio

R&D

3.7 Bio

0.4 Bio

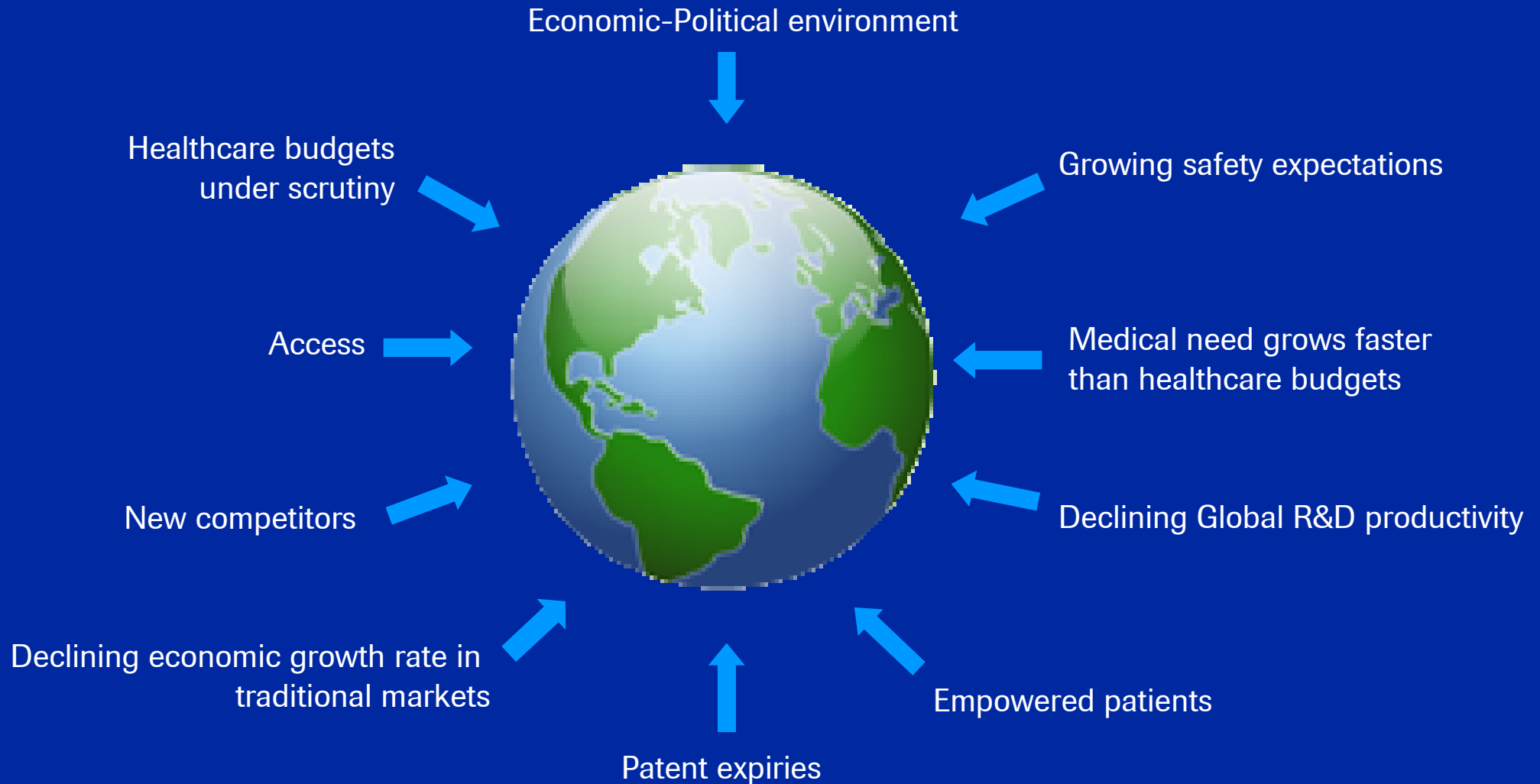
Billions to invest in Research:
How to get the right people for the right decisions?
A Challenge for Research Management



- **The Challenges of Making the Right Decisions**
- **The Challenges of Getting the Right People**

An increasingly tough business environment

Intensifying pressures in the Pharma industry



Tomorrow's World – or a few years later!

Population
6.5 -> 7.6 bn

Health Care Progress

5 yr cancer survival: 53% -> 66% → ?



Demographics
7.3% -> 9.4%, 65 +

„Global Warming“
=> Dengue, Cholera, Malaria...

Diabetes
E7, 84m -> 228m Diabetes
Fall in Life Expectancy?

The ultimate beneficiaries ...

... people around the world



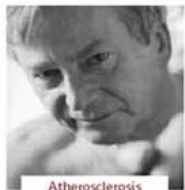
Our focus is on the patient



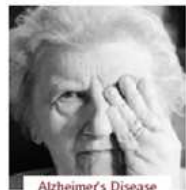
AIDS



Allergy



Atherosclerosis



Alzheimer's Disease



Asthma



Attention Deficit Syndrome



Bacterial Infections



Benign Prostatic Hyperplasia



Cancer



Cardiac Arrhythmia



Chronic Obstructive Pulmonary Disease



Congestive Heart Failure



Contraception



Cystic Fibrosis



Depression



Diabetes



Epilepsy



Fungal infections



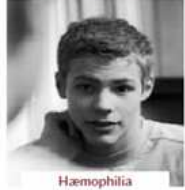
Glaucoma



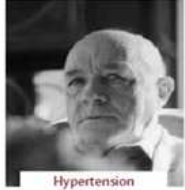
Gout



Growth problems



Haemophilia



Hypertension



Infections by Herpes Group Viruses



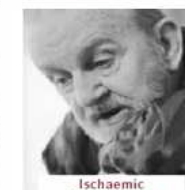
Infertility



Inflammatory Bowel Disease



Influenza



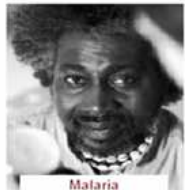
Ischaemic Heart Disease



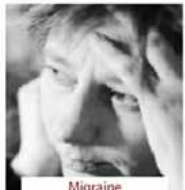
Kidney Disease



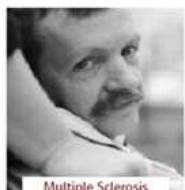
Leukaemias and Lymphomas



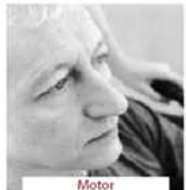
Malaria



Migraine



Multiple Sclerosis



Motor Neurone Disease



Obesity



Osteoarthritis



Osteoporosis



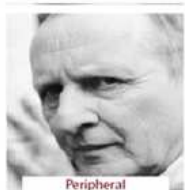
Pain



Parkinson's Disease



Peptic Ulcer



Peripheral Vascular Disease



Psoriasis



Rheumatoid Arthritis



Schizophrenia



Stroke



Thrombosis



Transplantation



Tuberculosis



Urinary Incontinence



Viral Hepatitis



Our Mission

Delivering clinically differentiated medicines

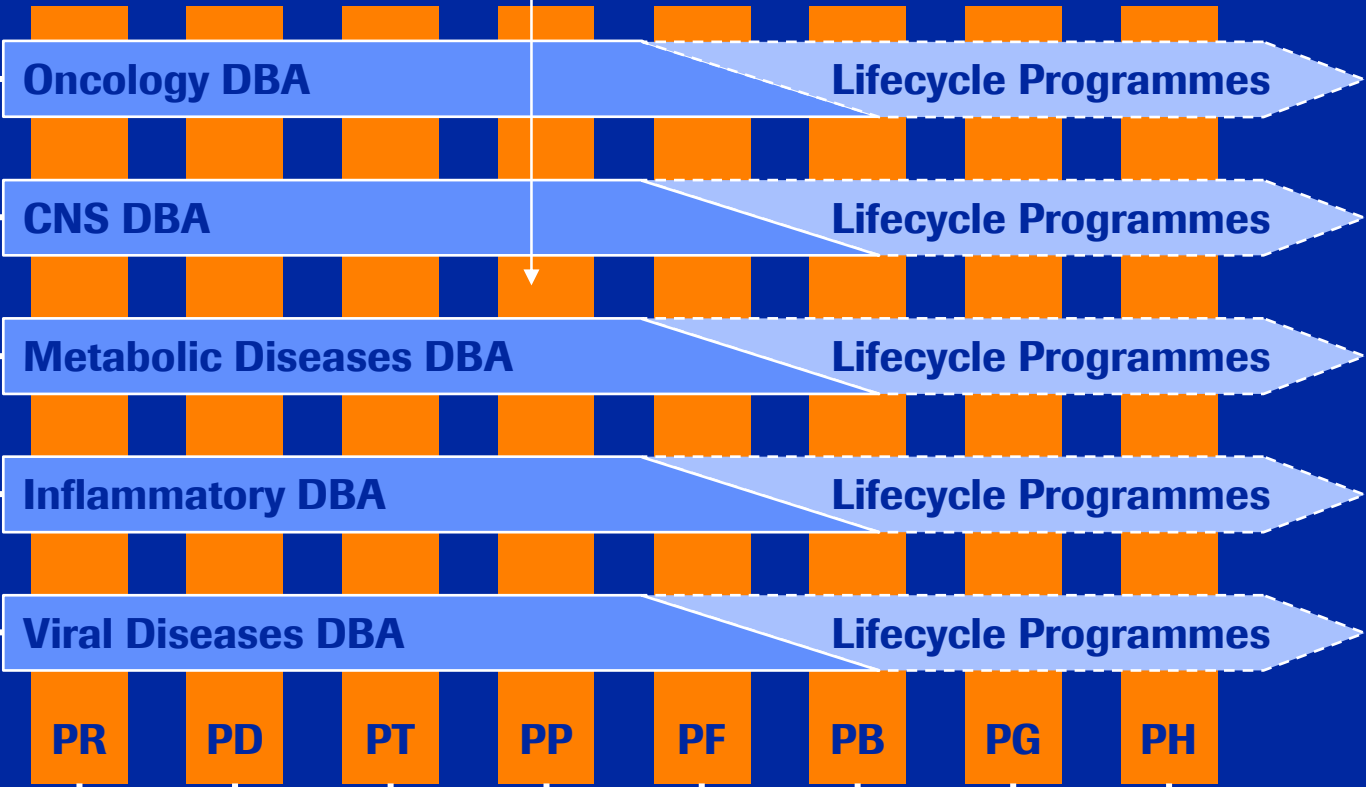
Create the best medicine by

- Pioneering first-in-class therapy
- Creating best-in-class in areas of established biological mechanisms
- Enabling personalized healthcare by advanced diagnostic means



PoC

Strategic Portfolio Committee



PR PD PT PP PF PB PG PH

Pharma Executive Committee

Functional Excellence

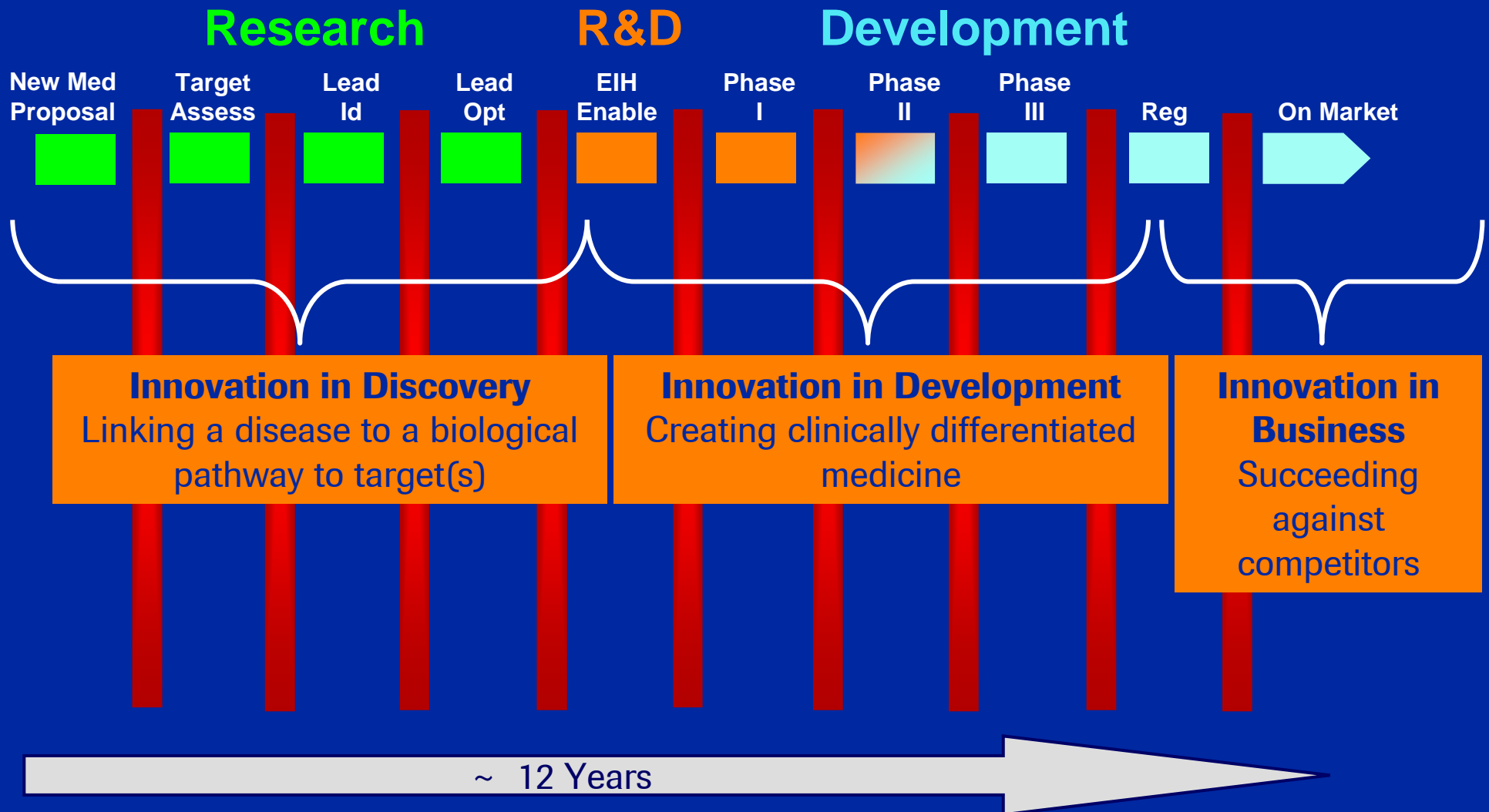
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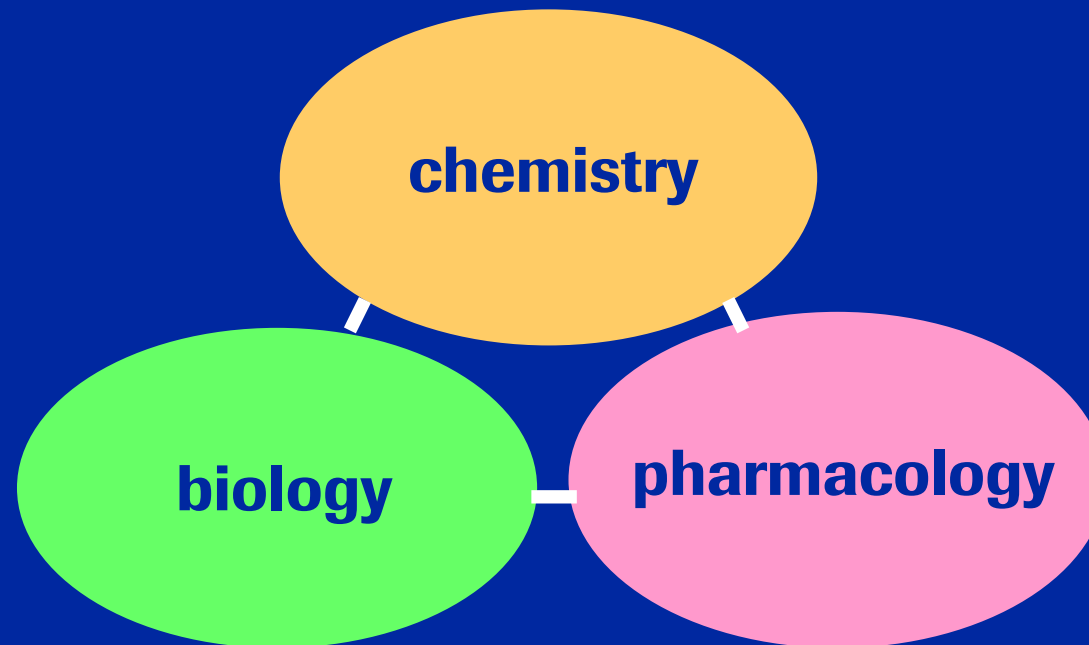
- **The Challenges of Making the Right Decisions**
- **The Challenges of Getting the Right People**

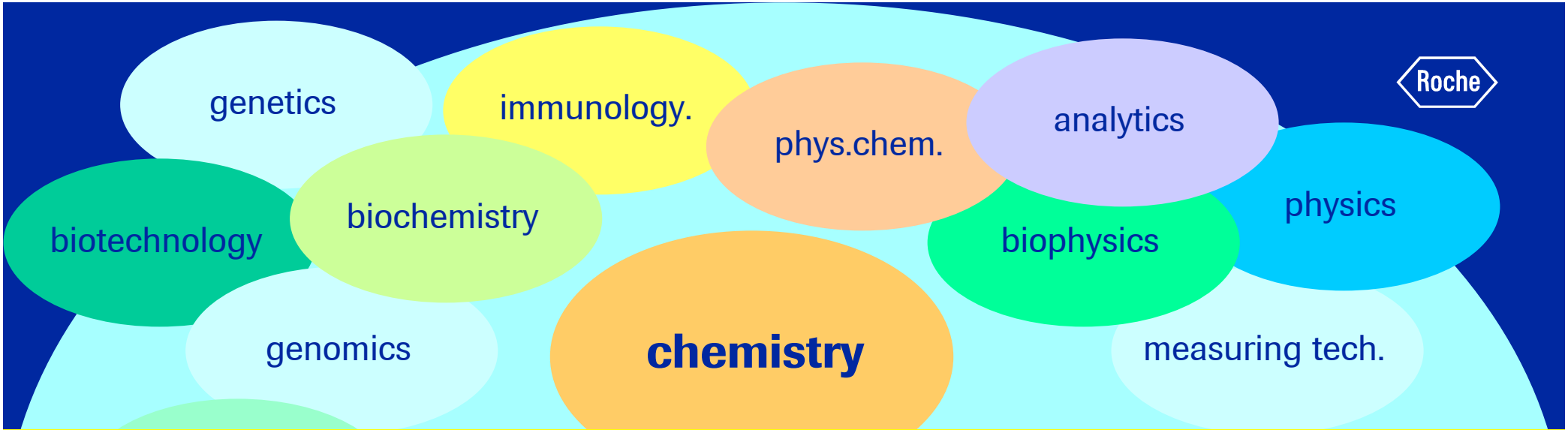
We Innovate Healthcare

Innovation is different across the value chain

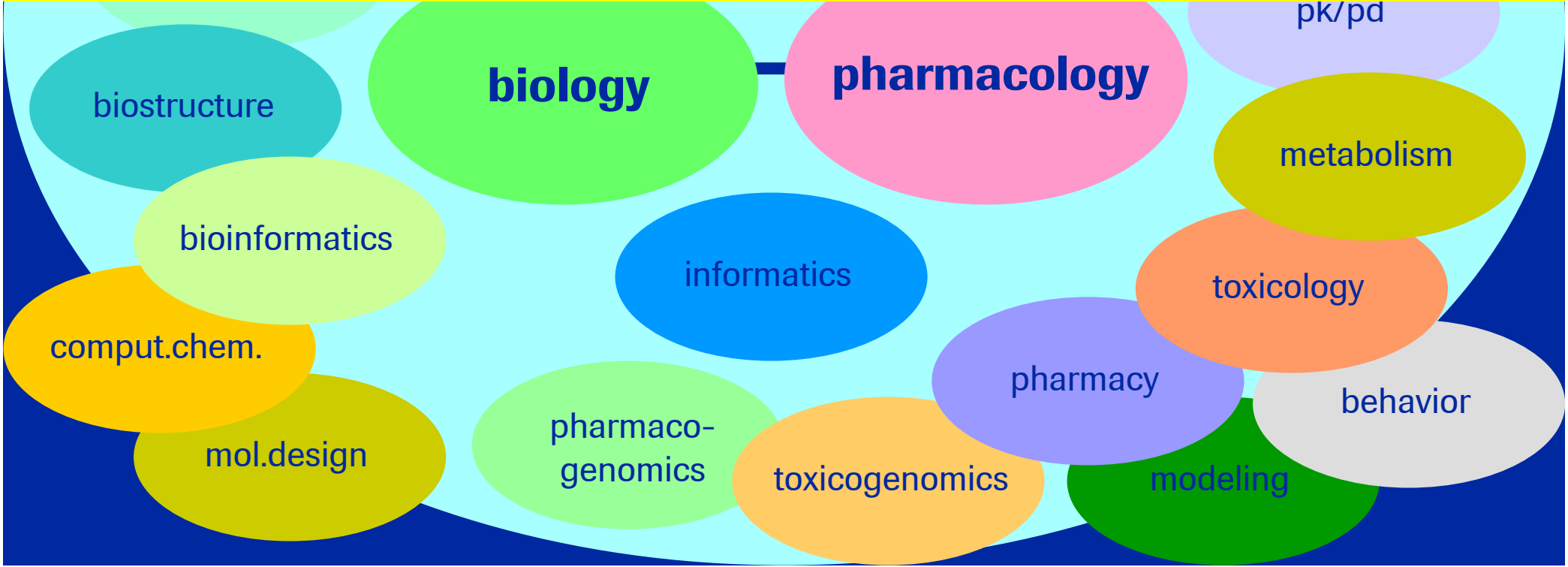


The Classical Perception





highly networked multidisciplinary environment



Roche Symposium

*for Leading Chemists
of the Next Decade*

Basel, October 20-22, 2004

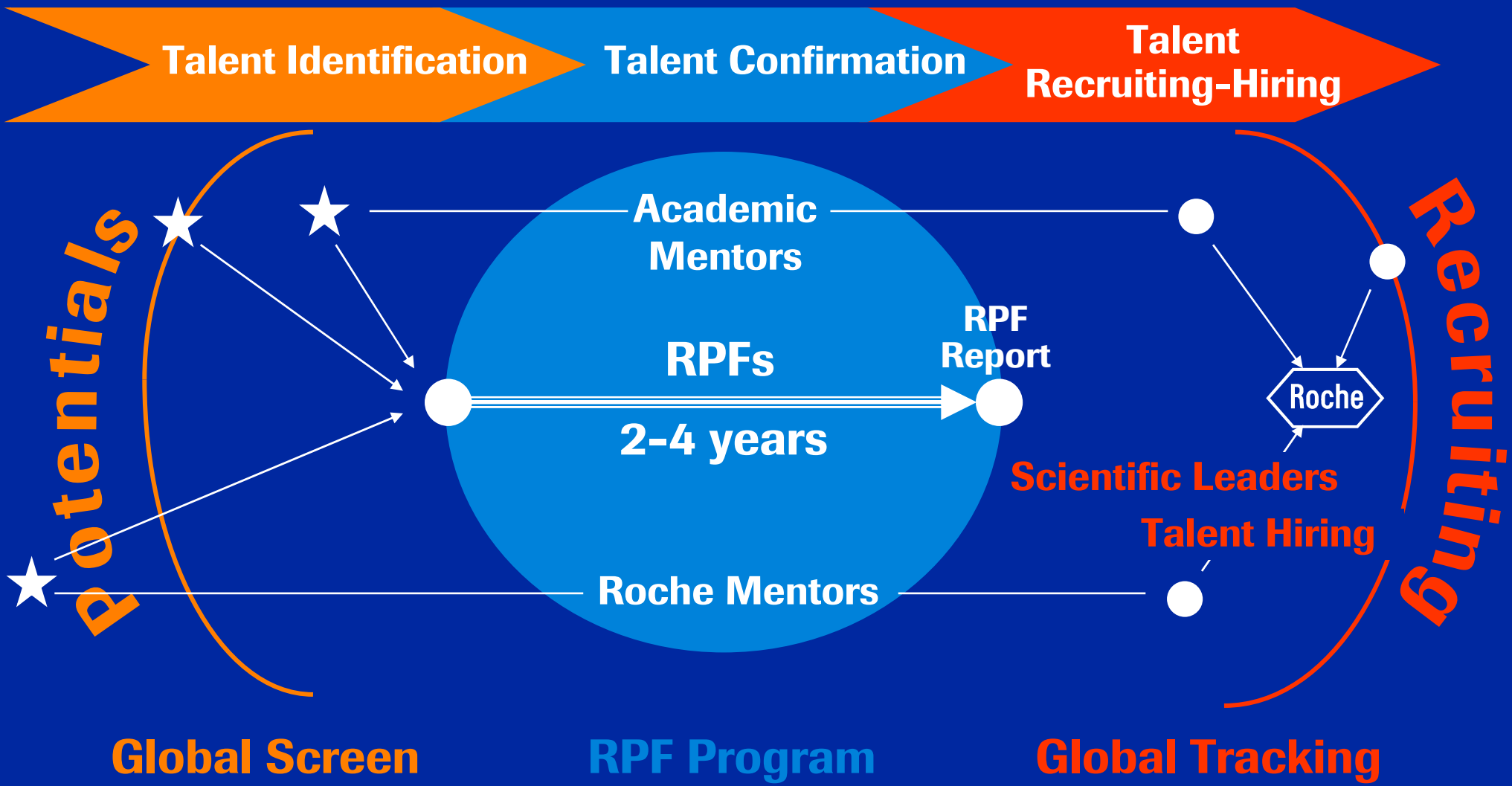


Young Scientific Talents meet
With Roche Research Scientists
and discuss Science



The New “Roche Postdoc Fellowship Program” (RPF)

Scientific Leadership of the Next Decade



“Good people”.



Attract them, Find them, Hire them

For **Bright Scientists** it is about :

- questions and traveling
- enjoying the journey
- understanding nature's problems
- seeking the satisfaction of knowledge about nature
- taking a radical, reductionistic approach to simplify problems & to make them tractable
- using an inside-out approach nature
- research funding model

For **Drug Creators** it is about :

- explicit objectives and **arriving**
- **controlling** mankind's health problems
- seeking power to manage nature, **distorting the natural order as little as possible**
- retaining much of the manifest complexity of the physiological system wanted to influence
- “using” **descriptive models** of nature
- creating **dynamic models** of how to think about nature

Hire good People

“Not in my job description to move the tree trunk...”



Leadership and Teamwork

Leadership Course in collaboration with IMD in Lausanne

A Training about ...

- **Individuals, Teams**
- **Skills and preferences**
- **Training and development**
- **Success and satisfaction**

... for building a prepared work force

What Makes the Difference?

*„From Good to Great“ – empiric findings**

People

- „Level 5 leaders“ – humble yet with strong will
- Right people on the bus
- Wrong people off the bus, then modify vision, strategy, goals

How We Work Together

- Confront the brutal facts
- Create a culture of discipline. Not bureaucracy

What we do

- Focus and consistency

** From Good to Great, Jim Collins (2001)*

„Level 5 Leadership“

Professional Will

- **Creates superb results**
- **A catalyst for improvement**
- **Insists on high standards**

&

Personal Humility

- **Channels ambition into company**
- **Shuns public adulation**
- **Sets up successors for success**

The Organisation

„where the work is ultimately done“ – „what’s important“

Individuals

- “Looking in the Mirror”
- Awareness and Responsibility
- Development & Action

The Organization

Values:

- Integrity
- Courage
- Passion



Working together

- Teamwork
- Collaboration



“The Bigger Picture”

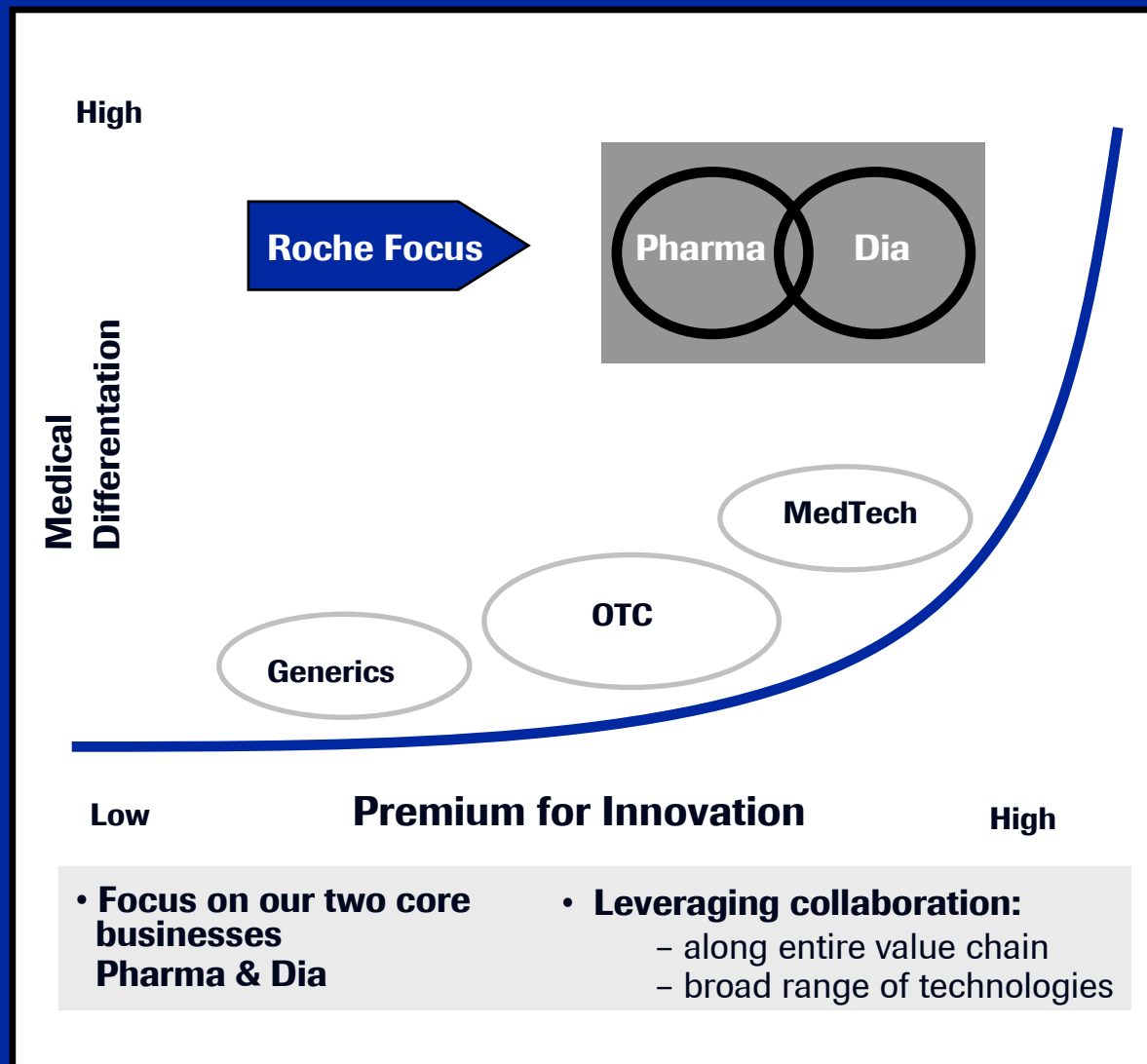
The Market Landscape will continue to change driven by:

- **Pressure on industry to improve the benefit-risk ratio of treatments**
- **Strong economic pressure to improve the benefit-cost ratio of treatments**
- **Demand for highly differentiated medicines that impact positively on public health**

Diversify or differentiate ? – Roche ?

Clinically differentiated medicines remain core to the Roche business with personalised healthcare as the key enabler.

Roche's unique strategy: Driving Personalized Healthcare





We Innovate Healthcare