

PATHFINDERS



Building on a Proven Strategy of Success

The strength of Bristol-Myers Oncology Division is based on a solid foundation of products, people, commitment, and established leadership.

The BMOD product line is extremely broad-based and includes the premier products in the field of chemotherapy. Our outstanding field, marketing, medical, and research personnel possess unequalled talent and expertise. As a group, we are committed to building our relationship with the oncology community by advancing research, education, and the delivery of treatments that improve survival and the quality of patients' lives. The result of this dedicated teamwork is the Division's unquestioned leadership in the chemotherapy market, proven by both our sales and by surveys of oncologists conducted over the last decade, which consistently rank BMOD #1 in research, education, professional expertise, and services provided to the physician and patient communities.

With the launch of *Taxol* (paclitaxel), we will add to our armamentarium the most exciting chemotherapeutic agent introduced in more than a decade. *Taxol* has the potential to become an essential component in chemotherapy for a variety of tumor



types and, because of its unique mechanism of action, could add a new dimension to the use of chemotherapy in general. As a result, *Taxol* will enable us to enhance our leadership in the oncology community.

BMOD's commanding presence in oncology is the result of superior products and focused, dedicated efforts over the past 15 years, and it has no parallel in the United States health care system. Our vision is to continue to work as a team to make BMOD even more successful in the future. We will do this by building upon the strengths that have earned us our reputation as the premier organization in the field of oncology — products, people, and commitment. By clearly focusing on this simple strategy, we can achieve great benefits for the Division, the field of oncology, and the patient population we serve. I look forward to working with everyone in BMOD toward the achievement of these goals.

“...we can achieve great benefits for the division and the field of oncology and the patient population we serve.”

DONALD J. HAYDEN, JR.
Vice President and General Manager
BRISTOL-MYERS ONCOLOGY DIVISION

PATHFINDERS

CONTENTS

Pathfinders in action

Profiles of three achievers 2

Racing for the cure

Our employees support a great race 5

Out in the field of dreams

Looking at an important relationship 6

London calling

A remembrance of things past 8

Business on the move

Our new offices in Plainsboro 10

Newcomers

How the family has grown 12

Details

The year in review 14



5



8

Pathfinders is a publication of Bristol-Myers Oncology Division, a Bristol-Myers Squibb Company located in Plainsboro, New Jersey.

EDITOR
GAIL E. SOKOLOWSKI
*Director, Communications
Industry & Public Affairs
department*

EDITORIAL
RUSS ALLEN
BENNETT WEINBERG

DESIGN
KELSH MARR INC.

COVER
PHOTOGRAPHY
**BRISTOL-MYERS SQUIBB
PHARMACEUTICAL
GROUP
PHOTOGRAPHIC
SERVICES**

© October, 1992. Bristol-Myers Squibb Company.
All rights reserved.

Italicized product names are registered trademarks of Bristol-Myers Squibb Company or one of its wholly owned subsidiary companies. No material in this issue may be printed without permission of the publishers.

Printed on recycled paper

Donna Judge Spencer

Sometimes Oncology Territory Sales Manager, BLOP Donna Judge Spencer worries about what people will think when they see her talking to herself in her car. What she's really doing is using tapes to help practice her technical skills and terminology that she uses in her sales calls. Donna verbally practices her presentations in the automobile.

"When you're a representative, your car is your office and I like to use my time constructively," explained Donna. "I continually practice my technical knowledge and refine my sales expertise, because I enjoy being able to have a conversation with doctors about highly technical matters."

This kind of focus may explain why, earlier in her career, Donna won a number of awards as a District Sales Manager, Area Manager, and Sales Trainer for Mead Johnson Nutritional Division. As a sales representative for BLOP, she has won reward trips to Hawaii and London.

Donna believes that if she had entered another field of sales, her skills in conveying complex information and in listening well would have carried over. "I believe that it's experience that gets a rep to the heart of a presentation," said Donna. "I also believe that the best sales people are problem solvers. I look for problems that I can help solve with regard to particular patients or a service that BLOP might be able to provide."

SENSE OF PLACE HELPS

Donna originally became interested in the Company through her father, a pediatrician, who knew Mead Johnson sales representatives from his practice and had a high

opinion of them. Donna's reluctance lasted only until her interview. Then after her success with Mead Johnson Nutritional, she felt her interest turning away from consumer products and to the technical expertise needed in oncology sales.

"I might never have had the courage to make the jump if the training program had not had such an excellent reputation," she noted.

Her territory now encompasses Alabama and the Panhandle of Florida, and includes some of the fastest growing areas in the country, including the Birmingham area, where she sells to the University of Alabama Comprehensive Cancer Center. Donna has had particular success with *Platinol AQ* (cisplatin), converting such a high percentage of her accounts to its use that the product now comprises 80 percent of her *Platinol* sales.

"In this job, though, the ultimate compliments are when a doctor asks you for a suggestion on some aspect of drug therapy or relates cases where patients have shown especially strong responses," she said.

Donna feels that she has truly chosen both her profession and her sales territory. "Fifteen years ago, I would never have expected to still be in this area and to still be in this position. Despite other

opportunities, no one can offer me something more appealing than what I'm doing already." Donna enjoys living close to her family in Birmingham and is involved in community support for the Alabama Symphony Orchestra and her local North Shelby County Library. She plays golf and enjoys bird watching.



POSITION
Oncology Territory Sales Manager, Bristol Laboratories Oncology Products

HEADQUARTERS
Birmingham

DISTRICT
Atlanta

HIRE DATE
October 17, 1977

CAREER HIGHLIGHTS
Oncology Territory Sales Manager, Two-Time Best Performer; Oncology Million Dollar Club; VePesid District-Presentation Winner

PERSONAL
Married to James Spencer. Two stepchildren: Jim, 23, Angela, 19

EDUCATION
B.A., Psychology with minor in physiology; and M.Ed., Auburn University

HOBBIES
Bird watching, reading, golf

ANTICIPATING THE PEOPLE-DETAILS

Fred Wiseman, Donna's former District Manager and a fellow bird watcher, noted that medical offices look upon her as part of their team and their business. "Because she's had the experience as a manager, she knew the qualities of a good sales rep from a DM's point of view and would do things before I even asked her to — right down to making sure that patients who qualified for BLOP's indigent care were added to the program," said Fred.

Donna noted that in last year's *Pathfinders* magazine, she was impressed by the emphasis BLOP Sales Representative Pat Hoffman placed on getting to know everyone in a client's — or potential client's — medical or academic office.

"Once you call on anyone enough times in the right way, they're almost sure to become your friend, and that can only help," she explained. "I make a point of knowing something unrelated to work about everyone of my office contacts, so that I can ask them about those things when we meet."

Donna carries with her at all times a book she calls her "blue bible," in which she puts names and something about the personal interests of every staffer she encounters in her calls. "Experienced or not," she laughed, "I'm still terrible with names."

DISTRICT MANAGERS

Their Own Job in Their Own Words

What are their intents and expectations?

And what do they offer their representatives?

"All sales representatives are individuals in their own right. Therefore, each DM should manage accordingly, often encouraging each representative to sell from the strengths of their own personalities," maintained Don Herman, BLOP District Manager in Cleveland, who along with DM Jane Hellen, agreed for *Pathfinders* to define the role of the district manager in helping sales representatives. Like the best coaches, the best parents, and the best teachers, they and other BMOD DM's approach sales representatives as individuals who work together with them.

"My job, in its essence, is to work closely with my representatives to set objectives and strategies that will help them be successful," explained Jane Hellen, MJOP District Manager in Minneapolis.

Highly successful at their work, Don and Jane are proof that

DM's need to know how to sell. Both individuals had extensive sales experience with the Company before taking their current positions.

"Although managing is the bulk of our work, a new hire takes top priority over other tasks," noted Don. "A hire is the most important decision we make." He and Jane agree that the Company attracts a top-notch group — self-starters with strong backgrounds who, after training, are some of the best in the industry.

Most DM's supervise eight representatives. "Our first job is to continue to get them comfortable talking with physicians and used to our specific sales environment," said Jane.

District managers help to set short-term and long-term goals early in the year, establish call-average targets, and review these every few weeks, making sure that

the objectives are reasonable. Clearly, veteran reps are able to achieve much higher call averages than newcomers.

"Throughout this process managers and their reps need to encourage questions," said Don. "As I often say, 'No question is a bad question.'"

DM's seek to communicate to each member of their team on a weekly basis. They work with the representative in his or her territory for at least a day or two each month; these field contacts become the most important venue for helping representatives develop skills.

FIELD CONTACTS: OBSERVING, COACHING, ENJOYING

Like representatives, district managers travel. In fact, most of their time is spent in field meetings and travelling with their sales people.

"One of the most important situations in which we assist representatives is in their ability to evaluate and respond to physician inquiries — every sales call and physician inquiry is a little bit different," said Jane, whose oversees territories that straddle northern California to Washington to Colorado.

"We expect reps to have a full day planned," said Don, whose own district stretches across six midwestern states. "We coach



JANE HELLEN
MJOP District Manager
Minneapolis

Best Performers

POWER-PACKED VOYAGE

THROUGH A FRIENDLY,

STORY-BOOK REALM

London



A fair wind blew the Best Performers of 1991 into a London-town even better than they had imagined. No fog, no rain. Instead, the Best Performers enjoyed six days and five nights of weather that was unseasonably warm and sunny.

From their centrally located accommodations at the Royal Garden Hotel, a deluxe hotel near Kensington Palace, the Best Performers reached many of the parks and pubs, as well as the trove of other sites within central London by foot.

In addition, everyday offered an option for special trips:

- The city tour included the Tower of London;
- There was lunch at Dickens Inn and dinner at a number of fine restaurants, including medieval night at Beefeater, a period restaurant;
- Theatre night included a choice of *Miss Saigon* or *Phantom of the Opera*;
- The tour of the town of Windsor included Windsor Castle; and
- Trip goers could avail themselves of an optional one-day tour to Stratford-on-Avon.

At the awards banquet, the Best Performers were privileged to a private concert of the Queens Guard Band. And of course, throughout the trip, there was lots of shopping.

Some Best Performers stayed behind to extend their stay, one even taking the time to trace her heritage in the British Isles.

What say ye reader, did this lot accomplish their quest? Did they meet their objectives? Well, of course, BMOD's Best Performers always do!



BMOD's Move to Plainsboro

“We appreciated the patience of our sales force during the move of BMOD home office personnel to Princeton, although we hope that this move was transparent in a practical sense to our field representatives,” said Dennis Buckley, BMOD Director, Reimbursement and National Accounts. “For example, call card activities, requests for promotion materials and supplies, and

working out of the new Plainsboro complex generates increased synergy in the division and superior professional opportunity for our sales force,” said Don Soltysiak, BMOD Vice President, Sales.

The new site, located in Plainsboro, N.J., just outside of Princeton, will cost close to \$140 million upon completion and boasts state-of-the-art facilities in design and construction. The complex consists of three, five-story buildings constructed of salmon and black granite and glass on a 106-acre tract of natural woodland. Buildings are connected outdoors by landscaped paths and indoors by underground concourses. Each building backs onto the courtyard-garden and amphitheater area.

Planners have attempted to minimize disturbance to the natural landscape. A mile and half of exercise trails wind through the woods and meadows at the site.

In the interior of the buildings, first-class art work by local artists adorns hallways. In addition, workspaces and offices — all with new furniture — provide privacy. Facilities at the complex include a fitness center, in addition to the cafeteria and employee store.

“Only 11 acres of woodland have been directly effected by the construction of the Plainsboro complex,” said Anthony Consolo, Senior Project Manager, Facilities Administration. “The Company plans not only to reforest as required by the township but also to guarantee 35 acres as permanent woodlands on the site.”

Princeton is a convenient and pleasant location on the northeast and mid-Atlantic corridors, manageably located between — and about equally distant from — New York and Philadelphia.

The move into Building One involved some 600 people and 350 computer terminals. Building Two will house about 275 people, and Building Three about 625 people.

Business units came from eight different locations, including Evansville, Indiana. Facilities Administration gave the Evansville group the most time to prepare. First occupants of Building One began moving in



Aerial view of the Plainsboro site. Buildings One, Two, and Three are shown from left to right.

certain additional field support continue to be directed out of Evansville.

“We’ve had a gradual transfer of other support people to New Jersey. Order-entry and customer-service moved here a year ago. Through this move, we have closer contact with certain support personnel and can take action more quickly to support our people in the field. Anytime you have business units who previously were located across the country and who can now walk down the hallway to confer with one another, you gain an enormous measure of efficiency.”

The move will relocate the offices of nearly 1,500 people by its completion at year’s end. “Having our administrative force