

Foreword by Dr. Ram Charan

reinvent



**A LEADER'S PLAYBOOK
FOR SERIAL SUCCESS**

FRED HASSAN

With me was Dr. Leon Smith, a world expert in infectious diseases. Leon had made the time for this trip because he and I had a relationship going back to my days at Sandoz. His candor had earned my trust, and at times I took his advice to avoid certain projects. On this day, we were visiting the Wyeth pharmaceutical team in Pennsylvania to determine the fate of Zosyn, a product for hospital infections that had landed in Wyeth's hands after its acquisition of American Cyanamid in November 1994. Zosyn had struggled since its FDA approval in the United States in November 1993, and sentiment was building within the post-acquisition team to put our resources elsewhere. On the helicopter ride back to New Jersey, Dr. Smith was candid—as he had been in the past. “This one is a winner,” he told me. “Just don't let it get ruined because it is part of an acquired company.” I followed Dr. Smith's advice, and Zosyn ultimately became a billion-dollar blockbuster. Plugging into the *outside* power grid worked!

A few years later, at PNU, I asked Dr. Smith about Zyvox, another hospital anti-infective. This R&D-stage product was at risk of falling through the cracks in the wake of the failing PNU merger. Dr. Smith told me that resistance to hospital infections was rising, and since Zyvox was a powerful compound from a new class, the deadly bacteria would be more vulnerable and build less resistance to it. As a result, I, along with Goran Ando (the head of R&D), championed Zyvox with the research team in Kalamazoo, Michigan. It took another \$300 million in R&D costs, but Zyvox did get approved by the FDA in April 2000. In 2010 it reached \$1.2 billion in sales and, more importantly, of course, has saved many, many lives.

Plugging into the power grid builds strength for the individual and the team.