



# novolink

## April 2005

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*"It is time for a new generation of leadership to cope with new problems and new opportunities. For there is a new world to be won."*

John F. Kennedy  
American President (1917-1963)

## A Word from Martin



### Dear Colleagues,

As a Novo Nordisk employee, you are all too familiar with the devastating impact of diabetes in America. And as the prevalence escalates, the rest of the country also has been sitting up and taking notice. In the United States, the diabetes landscape is changing. Diabetes is being recognized as an important disease, affecting more industries, more government policies, and more people's lives every day. And as the numbers soar, the healthcare industry has been keeping pace with new discoveries and therapies soon to come to market. With such fierce competition facing us in the next couple of years, we must be creative in asserting our leadership. In this issue of *novolink*, you will learn some of the ways we are doing just that.

In an article about our recent Diabetes Summit, you will see how Novo Nordisk took an idea that many might have thought impossible for a company our size and made it

happen – bringing together nearly 700 physician and diabetes educator consultants for their invaluable input to enable us to make the right decisions to drive our business. Next, you will find Peter Aurup's perspective on another bold move – our consolidation of the clinical development, medical, and regulatory teams. These are just two of the exciting new ways Novo Nordisk is changing the course of diabetes for good.

Now is the time for us to meet the challenges and opportunities presented by the changing diabetes environment. Soon we will face a new era of alternative treatment paradigms that go beyond insulin. To maintain our leadership position, we need to establish NovoLog® Mix 70/30 as the Number One starter insulin now!

*Martin*

## Diabetes Summit 2005 establishes leadership position for Novo Nordisk

More than 700 people dedicated to advancing diabetes research and care gathered last week for the Novo Nordisk Diabetes Summit, a first-of-its-kind meeting in Dallas, Texas. The event drew the nation's top endocrinologists, primary care physicians, and diabetes educators who joined Novo Nordisk staff and healthcare policy makers to share new information about diabetes and discuss government policies and trends with the goal of improving diabetes treatment in America.

To accomplish our goals, we created a comprehensive agenda and assembled a group of powerful speakers to engage the attendees at this two and one-half day event. Orchestrated by David Rear, Alan Moses, Roger Zan, and an internal planning team, the program offered intellectually stimulating topics ranging from high science and practical clinical applications to public policy and issues impacting medical practices. Along



CEO Lars Rebién Sørensen gave the keynote speech.

with providing an exchange of valuable information, the Summit enabled us to create synergy among all those involved and to demonstrate Novo Nordisk's passion for changing the course of diabetes.

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**Diabetes Summit ...**  
*continued from page 1*

"I think we have laid the foundation for something that has the potential to become either an annual or biannual event," said Peter Aurup, vice president of the Clinical Development, Medical, and Regulatory Affairs department. "The Diabetes Summit will help position Novo Nordisk as a very serious player in diabetes care with a unique philosophy that really sets us apart."

**A powerful program**

Lars Rebien Sørensen opened the Summit with a keynote speech, followed the next day by Newt Gingrich, the outspoken founder of the Center for Health Transformation and former Speaker of the House. Gingrich gave a compelling talk on the urgent need to transform the national healthcare system from an acute care model to one focusing more on chronic care. Mark McClellan, Administrator of the Centers for Medicare and Medicaid Services, informed the audience that diabetes screenings for Americans at risk soon will be standard practice in America an announcement that spurred a flurry of notes

and questions.

The scientific and clinical program, "Discovery, Development, and Delivery," was developed with the help of thought leaders Drs. Jay Skyler and Alan Garber. The program focused on the process of scientific inquiry, the use of that knowledge to develop drugs for diabetes, and the importance of appropriate health care delivery models to achieve better outcomes for patients. The Summit also offered various workshops, the largest being the kickoff of the NovoLog Mix 70/30 Primary Care Consultants Network. The objective was to develop an ongoing consulting relationship to help Novo Nordisk craft messages, strategies, and programs that ultimately will help primary care physicians more effectively manage their patients with diabetes.

"Although the majority of diabetes care is delivered via primary care physicians, we haven't had a good understanding of their needs," said David Rear. "It is critical to the future success of the company and our brands that we learn what these physicians' needs and challenges are so we can most effectively work with them to improve diabetes care in this country."



Newt Gingrich spoke about challenges in diabetes healthcare.

In the planning for two years, the Diabetes Summit created a unique and memorable experience for Novo Nordisk and its consultants, who left with a strong impression of an organization truly committed to defeating diabetes.

*Coming soon on the home page – Diabetes Summit photo gallery!*

Photos courtesy of Photosound

**BioPharm team celebrates highest performers of 2004**

by Judy Andrus

It was a gathering to focus on this year's strategy and also to reflect on 2004. Held in West Palm Beach, Florida, the recent biopharmaceuticals kickoff meeting brought the entire team together to plan for challenges to come. Awards Night, however, was all about celebrating past successes. In addition to recognizing its collective accomplishments, the department honored several employees for their individual contributions. Vice President Michael Shalmi served as emcee for the event, and the celebration continued well into the evening.

"It is always a great pleasure and privilege to honor our team members who have accomplished fantastic

results," said Michael. "The 2004 BioPharm award winners are exemplary colleagues who deserve great credit for their performance."

**The honorees**

The "Rookie of the Year" award allowed the team to recognize one of its many newcomers. This award went to Medical Liaison Becky Martin for her assertiveness and perseverance in ensuring her team is up to date with regard to compliance issues. Becky took a lead role on the medical liaison compliance team and drove many changes that have benefited the company.

Business Analyst David So took "Employee of the Year" for his significant contributions. Among them were his tireless efforts to

develop information tools and processes the business now heavily relies on. David also was recognized for his consistently positive attitude and willingness to help.

The Medical Liaison management team chose Karen Giordano and Mark Resnick as recipients of that group's Circle of Excellence award, which is separate from the COE program for sales. Karen and Mark had the highest number of contacts in the field, developing strong relationships with customers by creating value for them. The honorees also generated the highest number of publications and educational opportunities, and they initiated or took on many extra projects.

*continued on page 8*

## The newly aligned CMR team: A shared mission of excellence

Dr. Peter Aurup can give one good reason for the company’s recent decision to merge the medical and regulatory groups. “Good people and good people make better people,” he says. While that simple statement sums it up nicely, we asked Peter to share a little more about the thinking behind the newly aligned Clinical Development, Medical & Regulatory Affairs (CMR) team.

### **Our medical and regulatory teams have had many successes. Why realign?**

Clearly, we made the decision for business reasons. The regulatory and clinical groups are the two key players in the registration of a new compound. Aligning the two ensures a very tight, smooth collaboration, which is key in dealing successfully with the regulatory authorities. With Barry Reit’s decision to retire, we thought the timing was right for bringing those key functions together.

### **How will your operations improve?**

Barry and his staff did a fantastic job, as did Medical, but sometimes we may not have had full alignment due to shifting priorities. With accountability now to a single CMR balanced scorecard—and sharing the same goals and priorities—we have the possibility to ensure consistency between the regulatory affairs and medical teams. Until now, we’ve been fighting the same battle but from different angles – by combining efforts, we can achieve much more.

### **What were the most significant changes?**

Streamlining regulatory affairs into two therapeutic areas—a submissions group and an expanded product safety group. Another was



consolidating clinical research-diabetes and medical affairs-endocrinology into one group under Alan Moses, enabling us to capitalize on the inherent strengths in those groups, provide flexibility in resource allocation, and maximize cross-fertilization of ideas among the staff.

### **The reorganization occurred in early February. How is the new setup working?**

It’s early, but the feedback has been quite positive. When we first announced the consolidation, there was some apprehension, particularly from the regulatory team. “Who is Peter Aurup and what is his management style? Will he truly represent us to senior management?” Now, I believe they see that they have a voice as a separate regulatory affairs group under the CMR umbrella. This has already begun to come true and is increasingly being recognized by the teams.

### **What can we expect in the future?**

Going forward, I have this vision of Novo Nordisk Inc. becoming a global center of excellence for specific therapeutic areas while providing top quality support to our in-line product support. When we start delivering in core development clinical trials, we will see the North America Clinical Development Center (NACDC) transform into a recognized global center of excellence within the next two to four years.

## Clothing drive warms Native Americans

In the mesas of Arizona and New Mexico, members of the Hopi, Zuni and Navajo Indian tribes make their homes. In most cases, these are nothing more than a small, one-room hut where more than one family may share space. Other dwellings range from makeshift structures built from trash to the inside of an empty car. Such shelters barely provide a good place to sleep or protection from the elements, especially during the winter nights, when wind chills dip as far as 40 degrees below Fahrenheit.

This winter, when Susan Ames learned about the hardships faced by these tribes, she decided to do something about it. Recruiting colleague AlisaBeth Lawless, Susan organized a clothing drive that resulted in an outpouring of generosity from Novo Nordisk employees. As a result of your contributions, the two volunteers packed 35 boxes filled with jackets, blankets, winter clothing, and shoes for children and adults within the three communities. In addition, Ann Behringer of the TakeAction committee contributed \$2500. This was used to provide food for children on various reservations and for purchasing additional blankets and winter clothing.

Susan and AlisaBeth would like to thank all those who contributed, with special thanks to Ann Behringer, for providing these individuals with some relief this winter. Anyone interested in making a donation should contact either Susan (SuAs) or AlisaBeth (ALaw) for information.

## Mary Beth Fox raises the bar to win ISMM 2005 "Marketer of the Year"

Mary Beth Fox had no idea she was about to be named Novo Nordisk "Marketer of the Year." It was awards night at the 2005 international sales and marketing meeting and the associate director of NovoLog was applauding the other recipients. In fact, as the announcer cited her accomplishments before revealing her name, Mary Beth congratulated her manager, Brian Hilberdink, thinking he had won.

"I was thrilled, overwhelmed, and shocked," said Mary Beth. "In a year where Levemir had just launched in Europe and NovoLog Mix is our key organizational focus and growing, it was quite a thrill to be recognized for performance on NovoLog."

But to Brian and everyone else in diabetes marketing, Mary Beth's award came as no surprise. Nominated by former NovoLog brand director Mads Lennox Hvenekilde, who worked with her two years ago, Mary Beth earned the award for her proven success with NovoLog.

"Mary Beth is an extremely capable marketer and strategist," said Mads. "Her approach to focusing efforts on key customers and business opportunities, both within the pump market and widening use of multiple daily



Mary Beth Fox accepts "Marketer of the Year" award with congratulations from Jakob Riis and Martin Soeters.

injections with FlexPen, have resulted in the brand significantly exceeding sales targets in 2004."

### The specifics

The numbers are impressive. Under Mary Beth's leadership, the brand team increased NovoLog sales from \$118 to \$198 million and rapid analog market share from 19% to 25%. Other accomplishments include the successful positioning of NovoLog as the ideal pump insulin, new spokesperson development, and being rated best brand team performance by the sales force in POA2. All despite a reduction in budget and sales force share of voice.

"The success with NovoLog is a great example of resource optimization," said Brian. "While most of the company's focus is appropriately placed on NovoLog Mix 70/30, Mary Beth, Ed Cinca, and the rest of the NovoLog brand team continually found ways to raise the bar on performance."

## Martin Soeters plays key role in Trade Mission to the Netherlands

As an active member of the HealthCare Institute of New Jersey (HINJ), Martin Soeters participates in many initiatives that support the pharmaceutical industry. In that regard, Martin was a key participant in a recent trade and investment mission to the Netherlands.

"Martin's knowledge of his native country and of the entire European pharmaceutical marketplace was invaluable to the success of this mission," said Bill Healey, executive vice president of HINJ. "His policy knowledge is substantial."

The February trip brought together a 40-person delegation representing large and small companies, academics, and key government officials. The mission provided New Jersey companies with a unique platform to identify and secure new business opportunities in the global market. Throughout the visit, the

group met with the Dutch government and European Union (EU) and with Dutch and Belgian companies eager to discuss trade with New Jersey. Several of the Dutch officials have continued a dialogue with the delegation since the end of the mission. Additionally, Dutch Health Minister Hans Hoogervorst has been invited to meet with HINJ officials when he visits the United States in mid-year.

Martin said, "In these days that our industry is not always well recognized, it is important to demonstrate our contributions in improving healthcare and providing people with innovative life-saving drugs."

### Notable attendees

Among the many notable delegates were U.S. Senator Jon Corzine and former Governor Tom Kean. Along

with Novo Nordisk, participating pharmaceutical companies included Bristol-Myers Squibb, Johnson & Johnson, Merck, Organon, Schering-Plough, and Pfizer. Also represented were major corporations in the chemical, information technology, telecommunications, environmental technology, and port-related industries. The New Jersey Chamber of Commerce drove the mission in cooperation with the U.S. Embassy in the Netherlands and several other state partner organizations, including HINJ.

"The mission was a great experience for me, and the general opinion of the delegation was that it was successful," said Martin. "With the backing of Senator Corzine, our group sent a strong message of support and of the significance of New Jersey and the United States."

## Novo Nordisk awards \$25,000 Grant to Mississippi Delta Diabetes Project

by Linda Reyle, IDCS

"We're so busy doing the work, we don't have time to get our results published," said Marshall Bouldin, M.D., referring to the Delta Diabetes Project. Bouldin is director of the diabetes and metabolism program at the University of Mississippi in Jackson. And busy they are.

The Delta Diabetes Project is a provider training initiative in the Mississippi Delta, a region with one of America's poorest, most obese populations and a high prevalence of diabetes and cardiovascular disease. With its non-traditional approach – one physician teamed with registered pharmacists, nurse practitioners, nurses, dieticians, and certified diabetes educators – the project has shown significant improvements in A1C (glycated hemoglobin), lipids, and blood pressure. These results accompany zero net weight gain and have been sustained over time.

### More work to be done

Yet the impressive results remain unpublished. To address the challenge of resources, Novo Nordisk awarded a \$25,000

educational grant to the University of Mississippi/Delta Diabetes Project. The grant will fund the data analysis and submission of these findings for publication. Special thanks to Michael Mawby, our chief government affairs officer, for securing this funding.

Plans for 2005 are already under way. Using the project's proven non-traditional model of type 2 diabetes management, the network is expanding from three to seven clinics. Three provider training initiatives are already scheduled, and tentative plans to add additional sites are in the works.

### Changing the course

The power of the Delta Diabetes Project to improve diabetes management is demonstrated by its influential collaborators. These include the Joslin Diabetes Center, the United States Senate, and Dr. Julie Gerberding, director of the Centers for Disease Control. Together with Novo Nordisk, they create a synergistic passion to change the course of diabetes for good.



## "The Silent Epidemic" premiers in Los Angeles

Talk show host Regis Philbin appeared in "The Silent Epidemic," a compelling half-hour TV special that premiered April 9 at 6:30 PM on ABC7 Los Angeles. The segment is part of "Diabetes Aware," the national campaign sponsored by Novo Nordisk and the Entertainment Industry Foundation. By sharing profiles of individuals living with diabetes, the program sends an inspiring message: With early detection, proper nutrition, exercise, medical care, and lifestyle management, people with diabetes can continue to live a long, happy and healthy life.

## Trivia Teaser

Last month, we asked you which of the following may cause low blood sugar in people with diabetes: skipping exercise sessions; eating a big snack; or taking too much insulin.

The first to answer correctly from the home office were **Leighann Collazo** (home office) and **Tricia Bradley** (field). The answer: taking too much insulin. Congratulations!

### FOR NEXT TIME:

**What is the level of A1C for people without diabetes:**

- a. below 4%
- b. between 6.5 and 7.5%
- c. between about 4 and 6%

Win a Novo Nordisk sweatshirt! Be the first from the home office or field to email your correct answer to: [Linkbox@nnpi.com](mailto:Linkbox@nnpi.com). We'll print the answer in the May issue of *novolink*.



Investing in diabetes success in the Mississippi Delta: (L-R) Novo Nordisk's Dana Vaughns and Linda Reyle (far right) with (L-R) Cynthia Roach, R.N., Toni Cooper, R.N., CDE, Caryl Sumrall, R.N.P., and Marshall Bouldin M.D.

# NovoLog<sup>®</sup> Mix 70/30

70% insulin aspart protamine suspension and  
30% insulin aspart injection, (rDNA origin)

## Focusing on our value upgrade goals!

While transitioning patients from oral therapy to NovoLog Mix 70/30 remains our primary goal for patient targeting in POA 1, it's important not to lose sight of our secondary goal: Patients who are ready to upgrade to NovoLog Mix 70/30 from another twice-daily insulin regimen, such as human premix or Lispro mix 75/25.

This value upgrade focus also includes targeting patients who are ready to switch from using a vial and syringe to the convenience of NovoLog Mix 70/30 FlexPen.

**Support this value upgrade goal with our key message:**

### **"Start with mealtime and in-between-time coverage"**

As reviewed in your 2005 POA 1 *Strategies For Success* guide, achieving these upgrades will be enhanced by following our



"mealtime and in-between-time coverage" messages in the new branded sales aid (128-055).

### **NovoLog Mix 70/30 gives patients:**

#### **A simple start to living with insulin**

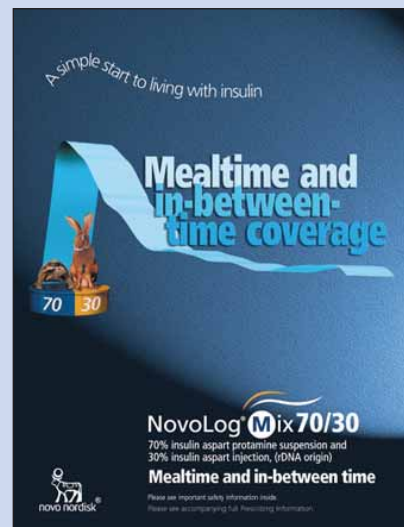
- A single insulin with a single peak
- No NPH
- Simple dose titration

#### **More effective glucose control compared to human premix insulin**

- Lower PPG levels
- Basal insulin is only half the story: NovoLog Mix 70/30 provides both basal and PPG coverage
- Faster onset and faster return to baseline

#### **Dial-up convenience of NovoLog Mix 70/30 FlexPen**

- Easy to learn, easy to use
- Prefilled with insulin that covers mealtime and in-between-time coverage
- Safety of one insulin
- 14 days of use without refrigeration
- Economic value of 1500 units of insulin vs. 1000 units in a vial
- Now covered on many managed care formularies



## **"Got Green" update – great progress made!**

As an extension of the successful "Got Blue" campaign, we rolled out "Got Green" for POA 1. We're happy to report that the "Got Green" Managed Care initiatives are paying off!

Novo Nordisk portfolio products are getting the green light from many managed care organizations

Novo Nordisk products are now rated to be the same as or preferred over competing products at many managed care organizations, including Aetna, Cigna, and Premier.

This "Got Green" success story means more obstacles have been removed to help us achieve our POA 1 sales objectives for growing TRx share and volume!

Keep up the great work pulling through!

# NovoLog<sup>®</sup>

Insulin aspart (rDNA origin) injection

## NovoLog label expands for special populations

by Wendy Bacher

Congratulations to each of you from the NovoLog brand team for achieving an all-time TRx high market share high of 27%!

As competitive activity in the rapid-acting insulin marketplace continues to increase, there are a few points in the NovoLog package insert regarding special populations to keep top-of-mind.

**Geriatrics:** In 2004, we expanded the NovoLog label to include the geriatric population. While both NovoLog and lispro are effective in the geriatric population, neither NovoLog nor lispro list it in the actual "Indications" section of the package insert. For both products, the indication is noted in the "Geriatric Use" section with minor differences in the wording.

**Pediatrics:** A pivotal NovoLog trial in pediatrics is now complete, and we will file for label expansion with the Food and Drug Administration. In the meantime, sales representatives must use the electronic product information request (ePIR) to provide information to customers who inquire about pediatric use. In



addition, a reprint of a supporting study is available at M&B, order number 126-862 (full citation below). Please remember this study is a "leave behind" only.

Danne T. A comparison of postprandial and preprandial administration of insulin aspart in children and adolescents with type 1 diabetes. *Diabetes Care* 2003;26:2359-2364

Finally, the ePIR tool is an excellent way for sales representatives to respond to customers' questions or concerns about these and other areas of interest. There is a wealth of information around NovoLog. Specifically, currently available are 22 Drug Information letters for NovoLog that can address many of the key issues your customers may have. You can view these letters at: <http://home.nnpi.com/library/product/novolog/di.asp>.

Keep up the great selling effort, and keep ahead of the competition!



## Physicians get the message on NovoMedLink

by Craig Edfort

Diabetes care specialists, your physicians are getting the message! They are seeing the NovoLog Mix 70/30 Simple Start message when they log onto NovoMedLink.com. So far this year, 360 physicians have participated in NovoMedLink in response to your invitations, for a total of 2500 since the site launched in October. Remember to keep encouraging your physicians to visit NovoMedLink. To see how many have registered and the programs they selected, visit the Patient Marketing and e-Business intranet site.

NovoMedLink has added some new features. Physicians now can see the formulary status of NovoLog Mix 70/30 and NovoLog in the major managed care plans for their state, so urging your physicians to log on can increase access to our products. You can check it out at [www.NovoMedLink.com](http://www.NovoMedLink.com) with the username, "novomedlink@novonordisk.com" and password, "diabetes."

This year, we are adding four more NovoLog Mix 70/30 programs and three more for NovoLog, including "Mealtime Insulin Administration Made Easy." To help you drive your physicians to this program, eBusiness and the NovoLog team will provide you with invitations and the free trial certificates that go with it.

Questions about NovoMedLink can be addressed to Craig Edfort (CRED) or Kevin O'Brien (KVOB) in the ebusiness team.

## Best Practices

### Fayetteville territory dunks the competition in March Madness "tournament" by Andy Atkinson

For more than 50 years now, an unexplained phenomenon has occurred annually in eastern North Carolina during basketball tournament season. What begins in early February as a slight heart palpitation accompanied by anxiety and frequent panic attacks can lead to irrational behavior and extreme mood swings as fans and players alike become immersed in March Madness. What if we took advantage of the excitement generated by this event – as well as the teamwork required to become Number One – to develop the team and collaboration necessary to manage diabetes successfully? Hmmmmm!

This is exactly what the Fayetteville, N.C. territory (Kimberly Kopec and I) hoped to accomplish as we promoted the "basketball team approach to treating diabetes" with our primary care physicians (PCPs). The winning "All Star" team would include the PCPs and diabetes educators, along with our Novo Nordisk Pride and Passion and the Performance of NovoLog Mix 70/30 and NovoLog.

Preparation for three of our educational dinner programs began with invitations that included Nerf basketballs imprinted with our caricatures. The invitations announced that the programs were a part



Andy Atkinson and Kim Kopec take the NovoLog® Mix 70/30 "basketball team" approach with Dr. Carlita Mangrum

of March Madness and that they would happen in local high school gymnasiums prior to the start of the tournaments. Dressed in basketball warm-up suits and sneakers, we hand-delivered the invitations four weeks before the event. We had our photographs taken with each PCP and many of their office staff, creating much excitement around the programs and NovoLog Mix 70/30. To follow up, we delivered the framed photographs and reminder invitations and then faxed invitations on the day of the event.

### FINAL SCORE (attendance)

NovoLog Mix 70/30: **33** PCPs

The Competition: **0**

### BioPharm team celebrates...

*continued from page 2*

The final honor was the "Ron Promer Customer Service" award, for individuals who consistently demonstrate commitment, compassion, and services well above and beyond the normal call of duty. Nominated by their peers this year were Medical Liaison Gary Fusco, and Biopharmaceutical Sales Manager Sandra Saragoni, who share the New England territory. The two were recognized for their commitment to the hemophilia community, particularly Sandra's work with the New England Hemophilia Association, from which she received a "Circle of Giving Award," and Gary's efforts for the Hemophilia and Thrombosis Research Society. Gary's successful orchestration of interdepartmental contributions resulted in a \$50,000 educational grant to support the Society's award for young investigators.

### we want to hear from you

#### novolink needs your input for our May edition

- Q&As about anything
- your best practices and how they improve your job performance
- your photos, success stories, and suggestions

Send to: [kawe@novonordisk.com](mailto:kawe@novonordisk.com) by April 15

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