

THE FINANCIAL

E X C H A N G E

OPERATION SANTA CLAUS

Corporate Finance Opens Its Heart To a Community of Children

"This is as much for the parents
as it is for the children."

Juanita Ayala, Youth Counselor



Operation Santa Claus calls on Corporate Finance employees to open their hearts to New York City's broad community of children. A program run by the New York City Post Office, Operation Santa Claus allows residents to dip into its letters to Santa and answer them, preferably with gifts the children ask for. Says Vincent Camastro, the Post Office's National Account Manager,

"Once you answer a letter, you are considered an elf." When Operation Santa Claus started around 1927, the post office was receiving 16,000 letters. Today it receives 200,000 letters. Last year Corporate Finance employees answered 266 of those letters; this year program sponsor Marika Brahe of Purchasing/Sourcing would like to attract additional Pfizer elves.



Youth counselor Juanita Ayala and teacher Ellen McGovern, both of Public School 279 in the Bronx, participate in Operation Santa Claus and are familiar with many of the recipients. Says Ayala, "Our main focus is to provide children with an education, but so many of them have bigger problems than passing a test or learning to spell. Their little minds are weighed down by adult worries such as whether or not they are going to have enough to eat at night or whether they will get evicted from their homes. Gifts are not something most of these children think about. Yet they mean so much to a child."

Ayala and McGovern see children who come into school on empty stomachs, wearing the same clothes every day, and braving the winter chill in shabby coats. The children are encouraged to write Santa in part so that social workers and teachers can see that those who are most in need are taken care of. Camastro, who works with the schools, shopped last year for 400 children. With money from public donations, he made

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sure that each of the 400 children received necessities such as hats, scarves, and gloves, as well as toys.

Getting children to write Santa Claus can be a challenge. McGovern recalls when a seven-year-old boy complained, "I didn't get anything last year. I don't believe in Santa Claus." Raised in Manhattan, McGovern was familiar with Operation Santa Claus and was one of the first teachers to bring the program into the schools. "My first year of teaching I made sure that every child's letter was answered," she said. "Kids received shoes, socks, coats, and everything from soup to nuts. How wonderful it was to walk into school on Jan. 1—their faces were beaming and they were so much more confident. Somebody cared enough about them to take the time to answer their letters."



Some teachers will not allow the children to open presents until their parents arrive at school's end. Says

Ayala, "Our presents are the only ones many of these children will receive. Mothers come in here crying because they are so grateful their children are going to receive gifts even though they couldn't afford to buy any. Operation Santa Claus is as much for the parents as it is for the children."

Those in Corporate Finance who want to participate in the



Pictured in back from left to right are Eileen Glowacki, Eleanor Jaworski, and Judy Gold. In front are Rosemarie Cristaudo, Julie Carbone, Terri Farley, Christina Milano, AnnMarie Sonnenberg, Karen Oliva, and Ola Davidson.

holiday magic should keep an eye out for Operation Santa Claus flyers. Last year Brahe and Corporate Finance's Executive Assistants—Julie Carbone of Operations Planning & Analysis, Rosemarie Cristaudo of Treasurers, Terri Farley and Ann Marie Sonnenberg of the Vice President's Office, Eileen Glowacki of Accounting Services, Judy Gold of Corporate Services, Eleanor Jaworski of Internal Audit, Christina Milano of Employee Resources, Ola Davidson and Joyce Nicholson of Corporate Information Technology, Karen Oliva of Tax, and Randi Opsahl of Global Finance Systems Support—had 35 volunteer readers. Volunteer Tom Lawlor of Purchasing/Sourcing said, "I found myself shopping for little girls, which was a new experience for me since I have grown boys." This year each division will send its own group of elves to the post office for letters.

People interested in participating should contact the Executive Assistant in their division. Participants who select letters must respond by shopping for appropriate gifts and bringing them (wrapped and labeled) into the office. The Mailroom's John Accardo, Liz Myrttil, and other elves who play a key role in Operation Santa Claus will pick up the gifts by division and ship them out anonymously about two days before Christmas. Says Brahe, "They work hard to make sure that the gifts don't arrive too early or too late."

Says McGovern, "Just like George Bailey in 'It's a Wonderful Life,' participants may never know how their generosity affects another person's life, but it does. When the child you buy for grows up, he may turn around and buy a present for someone else." Good will has a way of multiplying.

Purchasing/Logistics Conferences Prompt Information Sharing

This year's global purchasing and logistics conferences, coordinated by Steven Newman of Purchasing/Sourcing and Don Witherspoon of Distribution and Transportation Services, were held back to back from October 18 to 23 at the Renaissance

Pineisle Resort in Lake Lanier, outside Atlanta. Participants provided enthusiastic feedback. Among them were representatives from the Animal Health Group, Consumer Health Care, Corporate Employee Resources, Corporate Services, and

Pfizer Pharmaceuticals, Inc. Pfizer executives Paul del Balso and Dr. George M. Milne, Jr., addressed both groups. Each of the two conferences was hailed for enhancing communication and understanding as well as spotlighting best practices.



People on the Critical Path Share Their Stories

RESPECT FOR PEOPLE • INNOVATION • INTEGRITY • LEADERSHIP • TEAMWORK • CUSTOMER FOCUS • COMMUNITY • PERFORMANCE

Purchasing Consortium Brings Best Practices to the Fore

The days of jealously guarded industry secrets are giving way—at least in some areas—to forward-thinking collaboration and continuous learning. On September 24 Purchasing/Sourcing held its first Purchasing Consortium at New York City's Millennium Broadway Hotel, attended by procurement executives from a constellation of big companies: American Express, Xerox, Merrill Lynch, Polaroid, ESPN, General Electric, Glaxo Wellcome, Lucent Technologies, UTC, Corning, and Deutsche Bank. Present from Purchasing/Sourcing were Tom Brown, Pat Egan, Tom Lawlor, and Charlie Schott.

The purpose of this and future consortia is to bring people together from diverse industries so they can share best practices in areas of mutual interest, for example, electronic commerce, data warehousing, strategic sourcing, and supplier management. "We're creating a mini think tank," says Tom Lawlor. "Traditionally, companies are much more internally oriented. By putting our heads together we're finding that the whole is greater than the sum of its parts. You learn new methods and get affirmation of things you're doing well; the process also helps you see pitfalls and avoid reinventing the wheel."

An example of the sort of subject raised at the Purchasing Consortium is GE's "six sigma" goals. Six sigma refers to a level of performance that is close to perfect. "GE has a system of six sigma goals to motivate employees," Lawlor explains, "and the interesting thing is that it permeates every division of the company, including financing and auditing. GE's performance levels are exceedingly high."

It sounds as if this think tank will have plenty of food for thought. Those who participated in the Purchasing Consortium certainly believe so. They've already scheduled their next meeting for early next year at Glaxo Wellcome in Raleigh, North Carolina, and plan to hold consortia quarterly with each member company in turn acting as sponsor. So much for companies hoarding every last bit of information. A new era of openness has dawned.



European Team Aims to Leverage Pfizer's Euro Fleet

Purchasing/Sourcing's select Euro Fleet Team is driven by a single overriding goal: to leverage Europe's fleet by managing operating costs while optimizing efficiency.

The team's approach reflects the Pfizer value of Respect for People. "Actually," clarifies team member Charlie Schott, "it's respect for culture, which is really the same thing. We're not taking a one-size-fits-all approach to working in Europe. There are cultural differences between countries that you have to be sensitive to. Instead of saying, 'Here's the way we do business in the United States,' we're creating solutions based on the responses of team members." On the team are representatives from Pfizer Europe's country organizations, and each represents diverse cultural

impulses. These are evident in the nationalist attitude toward cars. "In France," Schott points out, "people are more apt to drive a French-made car. In Germany you rarely see a non-German car. Selecting the vehicle to drive is a very personal decision."

The pan-European initiative, started last spring, is progressing rapidly. Already the team has collected data and begun to shape a specific agenda, including plans to negotiate volume discounts with automobile manufacturers, evaluate auto leasing companies, optimize insurance programs, and share best practices in areas such as driver training and accident management.

In addition to Schott, the Euro Fleet Team includes Belgium's Danielle Doens, Luc Groeninckx,

and Lisette Pierens; France's Gerard Caillaud and Jean-Paul Griot; Germany's Herbert Krasowski; Italy's Italo Martini; Spain's Javier del Olmo; Netherland's Rob Van Es; the U.K.'s Brian Allin and Derek Chandler; and Ilya Oshman from the United States.

The Euro Fleet Team's next move is to make project recommendations to country managers and to implement any plans they endorse without delay. That's the short-term goal. Further down the road, Schott says, the team hopes to enhance value, profitability, and productivity in the Euro Fleet. With initiative and cultural insight to drive the project forward, chances are they will arrive at their destination on schedule, if not earlier.

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CIT Shifts Employees to New E-mail System

Atention all employees! Are you overwhelmed by junk e-mail? A flood of low-priority messages? Your problem may soon be solved—and thanks to the Global Electronic Messaging (GEM) Team, more easily than you might have imagined. These are the people overseeing Pfizer's migration from cc:mail to Microsoft Outlook and Exchange, an initiative already bearing fruit.

The advantages of Microsoft Outlook and Exchange far outweigh the effort of learning how to use it. "In the old cc:mail system," Kent Withington of CIT stresses, "there was no way to process messages." With the new system users can flag messages that require follow-up or a response, saving precious time, and they can add graphics, fonts, and color to their messages for more flexible content and greater visual impact. Outlook and Exchange offers valuable integrated functions in addition to e-mail: calendars, task management, and contact management to keep track of addresses and phone numbers. There are many options users can choose from to tailor the system to their needs. And, Withington enthuses, "we'll

the transition every step of the way." Take the Tax Division, which recently made the shift to Outlook and Exchange. Several weeks beforehand, GEM's Deployment

Team invited employees to a kickoff breakfast and a series of orientation meetings that included a pizza lunch with prizes and giveaways. Just before the migration, a more specific session was held alerting staff to exactly what they could expect when the new system was installed.

On D-day each employee received a guide explaining the initial steps for operating the new system. Trainers in blue "Outlook 98" shirts roamed the floors of the division offering hands-on help for anybody who needed it; as the days went by and employees caught on trainers were gradually phased out, while subsequent questions could be referred to the Help Desk.

GEM's Training Team offers various incentives to familiarize the troops with Outlook. In some divisions employees who correctly answer training questions receive Outlook Pro certifications and become eligible to win prizes. After 75 percent of Parsippany's employees became certified, for example, CIT's John Toomey and Russell Jones donned aprons and served barbecue at a celebration cookout.

How are employees taking to the transition? "On a five-point scale," Withington notes, "we're

getting ratings of 4+." Pat Ryan of CIT is one of the enthusiastic converts. "There is a lot to learn, but if you take it in bite-size pieces it's not difficult," she assures fellow



Pictured from left to right are Kent Withington, Tom Reynolds, Ray Pacitti, Linda Walker, Jim Piller, Diane Ragusa, all of CIT. In front is CIT's Bruce Montgomery

"We keep everyone involved with the transition every step of the way."

Kent Withington

be able to deliver messages with less chance of compromise. That's important since more and more Pfizer people are taking to the road with laptops, increasing security concerns."

How does Withington get employees to jump on the bandwagon? "By keeping people in the loop," he says. "Too often changes are made without telling anyone; we keep everybody involved with

Pfizer employees. Which is precisely the point: Withington has broken up the old-fashioned training marathon into smaller, more palatable—and more effective—sessions. The result is greater rapport between users and support staff. "If something goes wrong, users will know you are there for them and talk to you," Withington concludes.

According to Withington, about 25 percent of the company has been moved to the new system, primarily in Central Research and US Pharmaceuticals. Corporate Finance is now being converted in a process that will be completed by mid-1999. All of Pfizer's international locations are being scheduled to best meet the needs and priorities of each business unit.



CIT Formalizes Quality Management Process

CIT has always kept a focus on quality, but during the division's reorganization in March that focus was formalized into a function: Quality Management (QM), led by Dahlia Benaroya. QM will dedicate itself to customer satisfaction, quality service delivery, and continuous improvement. Ultimately, if things go as Benaroya anticipates, QM will "improve the performance of the IT infrastructure, give clients a clearer idea of CIT's portfolio of services, provide a more accurate gauge of the financial cost of services, encourage teamwork, and streamline the introduction of new services."

How will QM achieve these goals? To start with, by refining CIT's method of measuring progress. After all, Benaroya points out, "you can't improve what you

can't measure." As part of its reorganization, CIT is in the middle of a benchmark study to identify progress reference points, or "baseline metrics." And Benaroya has defined the framework for QM's strategy. In addition to customer satisfaction and continuous improvement, she has identified three other strategic components of QM: service management delivery, major projects implementation and turnover, and new infrastructure transition.

While the migration to Microsoft Outlook and Exchange, Pfizer's new messaging system, preceded the QM initiative, it is indicative of what employees can expect from QM: better coordinated projects through meetings, training, and effective communication. With a

formalized QM function, future innovations should become even more coordinated. "Before," Benaroya says, "every CIT group was trying to improve in its own way. Now we want to make our approach consistent across CIT worldwide by leveraging best practices in the organization and effecting change through the QM process." Consistency and quality will help CIT realize its vision as Pfizer's IT Infrastructure Provider of Choice.



Dahlia Benaroya

Internal Audit's Global Exposure Is Key in Information Age

Internal Audit's David Basile has spent most of the past year traveling the world for Pfizer. With information technology advancing at lightning speed, the year 2000 approaching, and competition heating up, Pfizer is experiencing a surge in projects that require Basile's assistance. His responsibilities reflect the ever-expanding scope of



David Basile

Internal Audit. Guiding business projects from birth to maturity, Internal Audit gets involved with everything from helping assemble project teams, define business needs, and incorporate controls

into the new systems. Travel is one key to Internal Audit's success. Because it exposes division employees to many different facets of Pfizer business, they are able to give best-practices advice from an ever-broadening perspective.

This year Basile has had his finger in several pies: the North American Animal Health Group (AHG)'s Manufacturing, Accounting, and Planning System (MAPS); the North American AHG Integrated Revenue Cycle System; and the Dublin Treasury Center. For example, Basile worked on AHG's MAPS helping to incorporate efficiency measures and controls, including ways of preventing control weaknesses and of centralizing high-risk customer service support functions.

Especially rewarding was his collaboration with users to define the export billing process. "The users are really the owners of the process," he explains, espousing Pfizer's core value, Teamwork. "We helped them define objectives and implement new systems in a very smooth transition, fulfilling not only our business goals but

also our values. We work as a team; there are no superstars."

It was in July of last year that Basile began traveling in earnest for Pfizer, as part of a 50-person team working on software systems applications and programs (SAP) for Howmedica International. That was Basile's most memorable job: "An experienced consultant told us it was one of the smoothest SAP implementations he has seen, which boosted team morale."

Basile remains upbeat about his job. "I enjoy getting out in the field and meeting the various players that make up Pfizer," he says. "The opportunity has increased my ability to operate in various cultures and organizational structures." More globe-trotting adventures await Basile. Soon he'll be working on SunSystems financial accounting applications and that will take him all over the map—to Mexico, Venezuela, Europe, and Asia.



ARROWWOOD BRIEFS

Communications Team

Preparations are under way to honor each division of Corporate Finance through the fourth annual folder of year-end accomplishments. While *The Financial Exchange* has highlighted an impressive array of achievements, many others have gone by unnoticed. The folder enables those who are behind the scenes to step up to the microphone and broadcast their successes Division-wide, so that everyone can celebrate together. Employees are encouraged to submit success stories to the communications liaison in their division, as listed on the back page. Team Leader Pat Ryan thanks everyone who has contributed to the fall issue of *The Financial Exchange* and reminds contributors that all story ideas must be approved by division heads.

Discovery Team

The Food for Thought program continues to enlighten participants. On November 18, B.J. Robison of Corporate Employee Resources shed light on Pfizer's employee benefits, the corporate values in action, and diversity in the workplace. Back by popular demand, Patricia Fripp will appear at Pfizer on January 20 to deliver a talk, "How to Get What You Want." Program participants can meet Fripp at the buffet lunch.

For the latest Food for Thought activities and tours of Pfizer's Brooklyn, Groton, and Parsippany facilities, stay tuned to the Discovery Team's flyers, calendar of 1999 events, and easels on display throughout the New York Office. The upcoming calendar and easels are evidence of the Discovery Team's stepped-up communications efforts. Those who have suggestions

or questions are welcome to e-mail the Discovery Team.

New on the Discovery Team is Coleen Markland of OP&A. Welcome, Coleen!

Training Team

The following training courses are scheduled for this fall:

- How to Prepare and Deliver Effective Presentations (December 3 and 10)
- Becoming a Polished Presenter: Presentation Skills for the Next Level (December 4)
- Time Management: Scheduling for Success (December 7)
- Using Positive Power and Influence to Get Results (December 7 and 8)
- Coaching and Feedback Discussions (December 8)

Employees can register for courses on PfizerWeb by clicking on Corporate Web Sites, Corporate Finance, and Corporate Finance Training. Those without access to the Web will find registration information posted on bulletin boards on every floor of the New York office.

Vision Team

Through the end of the fourth quarter, the Vision Team will continue to stress the value of Leadership. For highlights, employees are encouraged to refer to the team's calendar inserts and cover letters as well as to daily leadership e-mails now being sent to all Corporate Finance employees.

Employees are also encouraged to mark December 15 on their calendars for Corporate Finance's year-end employee gathering at the Grand Hyatt Hotel. The only requirement is to have a good time!

This past summer, a group of Corporate Finance employees returned to Camp Sebago and joined campers in activities such as boating and playing basketball. Says Vision Team member Doug Milanes, "The children showed us their camp projects and the results of our spring cleanup. They were really enjoying camp. It was great to see."

New on the Vision Team is Jeff Neidhardt from Internal Audit. Welcome, Jeff!



Shown from left to right are Discovery Team members Coleen Markland and Julie Carbone of Operations Planning & Analysis, Brian McEneaney of Corporate Information Technology, Terri Farley of the Vice President's Office, Eileen Glowacki of Accounting Services, and Jo Pino of Treasurers.



In the Spotlight



June through September 1998

New Assignments

Congratulations to the following people on their new assignments:

Controllers

Rita Ademu-John, Supervisor of Financial Benefits, Payroll
Rebecca Carnell and Peggie Holley, Accounts Payable Associates
Eileen Dillon, Financial Systems Support Analyst
Ann Patricia Duffy and Aracely Sosa, Accounting Associates
Thomas Hewitt and Frank Orlowski, Projects Managers
Jayne Hirsch, Assistant Manager of Financial Consolidation
Ali Orhon, Manager of Accounting
Emmanuelle Prevost, Associate Project Analyst
Denise Runco, Senior Reporting Analyst

Corporate Information Technology

Wayne Benza, Gina Gifford, Kenneth Lehrer, and Gil Velez, Project Leaders
Dawn Busch, Jeff Hargrave, and Francois Negri, Project Analysts
Jessie Davis, Secretary
Patricia Ladines, Manager, Global Planning, Voice and Video Services

Gerald McCarthy, Senior Project Analyst
Lawrence Morth, Finance and Administration Coordinator
Richard Shaw, Assistant Project Analyst
Michael Stridiron, Lead Computer Operator
Susan Szot, Database Administrator

Corporate Services

Amy Link, Real Estate Analyst

Distribution and Transportation Services

Genetta Armstrong, Pansy Blair, Shakeisha Chambers, and Sullivan Sanford, Logistics Associates
Jason Bunch, Assistant Project Analyst
Roberta Cole, Senior Accounts Payable Associate
Lawrence Ichniowski, PPG Customer Service Manager
Brian Long and Kenneth Macnair, Logistics Coordinators
Wilmur Person, Training Coordinator
Michael Rinderer, Logistics Representative
Daniel Shimasaki, Safety, Environ-

ment, and Security Manager
Richard Wamack, Field Loaner Associate

Employee Resources and Aviation

Cassandra Bozeman, Paul Davis, Douglass Gilmartin, Sophie Opdyke, and Janet Stevens, Business Consultants
Rachna Karrol, Manager of Training
Kevin McGrath, Rotary Wing Captain

Global Finance Systems Support

Jean-Yves Barbier, Projects Manager

Treasurers

Thomas Amendola, Credit Assistant
Brian Byala, Senior Finance Manager
Tamika Franklin, Secretary
Navneet Govil, Senior Business Analyst
Stephen Morgan, Manager of Operations
Peter Teutschman, Senior Benefits Administrator

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In the Spotlight

Best wishes to the following people who have transferred out of Corporate Finance:

From Controllers to Corporate Employee Resources, Justo Figueroa as Maintenance Person.

From Controllers to Pfizer Pharmaceuticals, Inc., Paul Conwell as Team Manager-New York.

From Employee Resources and Aviation to Pfizer Pharmaceuticals, Inc., Paul Lehman as Manager of Business Finance; Jessica Malasek as Manager of Strategic Planning; and Christopher Scully as Manager of Finance.

From Global Finance Systems Support to Pfizer Pharmaceuticals, Inc., Neil Ramirez as Director of Latin America Prism.

From Internal Audit to Pfizer Pharmaceuticals, Inc., Diana Franceschiello as Secretary.

Welcome to the following people who have transferred into Corporate Finance:

To Corporate Services from Corporate Employee Resources, Eladio Rodriguez as Mail Operations Coordinator.

To Distribution and Transportation Services from Pfizer Pharmaceuticals Group, William Cavazzini as Manager of Logistics Planning; and Herman Hamilton as CHC Customer Service Manager.

Recently Retired

Congratulations and best wishes to the following people on their retirement: Robert Benke from Employee Resources and Aviation, Allan Davis from CIT, Allen Derman from Tax, Edward Fitzgerald from Purchasing/Sourcing, and Raymond Reisen from Distribution and Transportation Services.

The Financial Exchange

Your stories and comments are always welcome.

Please send story ideas to the communications liaison in your division:

Kathy Shepherd for CIT

Peggy Janes for
Controllers and GFSS

Holly Paquette-Capugno for
Corporate Services

Oscar Perez for
Distribution & Transportation

Frank Morra for FS-E

Bill Coleman for Internal Audit

Mark Giglietti for OP&A

Mary Pearsall for
Purchasing/Sourcing

Barbara del Torto for Treasurers

Those without a communications liaison should forward their submissions to Pat Ryan of CIT.

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