

SCIENCE HISTORY INSTITUTE

DAVID PYOTT

Life Sciences Foundation

Transcript of a Research Interview
Conducted by

Arnold Thackray

Irvine, California

on

8 November 2011

(With Subsequent Corrections and Additions)



David Pyott
1953 -

PYOTT

THE LIFE SCIENCES FOUNDATION
Oral History Program
Release

I understand and agree that:

1. My oral history materials (recordings, transcripts, photographs, documents, and memorabilia) will be maintained by the Life Sciences Foundation.
2. I hereby assign to the Life Sciences Foundation all rights to my oral history materials, including the literary rights and the copyright.
3. The Life Sciences Foundation may publish or publicly display my oral history materials subject to the conditions listed below.

I wish to place the following conditions upon the use of my oral history materials:

- a. _____ **Open, unrestricted access.**
- b. X **Semi-restricted access.** My oral history materials may be displayed publicly. My permission is required to quote, cite, or reproduce them.
- c. _____ **Restricted access.** My permission is required to view, quote, cite, or reproduce my oral history materials.

DAVID ET PYOTT

(Signature) David _____
INTERVIEWEE'S NAME

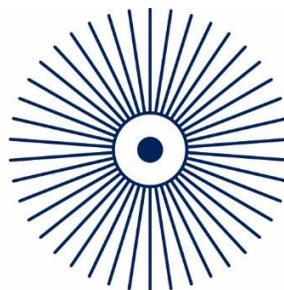
(Date) 1/31/13

This interview has been designated as **Semi Restricted Access**.

One may view the oral history.
However, the permission of the interviewee is required to quote from, cite,
or reproduce the oral history.

Please contact the Science History Institute to request permission.

Science
History
Institute



Chemistry · Engineering · Life Sciences

Formed by the merger of the Chemical Heritage Foundation and the Life Sciences Foundation, the Science History Institute collects and shares the stories of innovators and of discoveries that shape our lives. We preserve and interpret the history of chemistry, chemical engineering, and the life sciences. Headquartered in Philadelphia, with offices in California and Europe, the Institute houses an archive and a library for historians and researchers, a fellowship program for visiting scholars from around the globe, a community of researchers who examine historical and contemporary issues, and an acclaimed museum that is free and open to the public. For more information visit sciencehistory.org.

INTERVIEWEE

David Pyott was raised in India and Scotland. An early love of languages led him to work and study in mainland Europe, while pursuing a BA in German language and literature at the University of Edinburgh. Later, he added a diploma in European and International Law from the University of Amsterdam and an MBA from the London Business School. Pyott began his career in the City of London, handling German banking clients for Kleinwort Benson. He soon moved on to Switzerland, where he worked in the nutrition division of Sandoz (later Novartis, after merging with Ciba-Geigy). Various international postings followed before he joined Allergan in the United States in 1998, as President and CEO. Pyott now serves as Chairman of the Board, as well. In the last ten years, he has overseen the company's growth in 'medical aesthetics.' Allergan's Botox and Juvéderm products are important revenue generators alongside the company's other specialty ophthalmic products that continue to enjoy great commercial success. Pyott is currently active on the boards of Edwards Lifesciences Corporation and Avery Dennison Corporation. He has also served as a director for the California Healthcare Initiative and the Biotechnology Industry Organization. He was honored in 2006 by Queen Elizabeth II and made a Commander of the British Empire for services to British business excellence in the United States.

INTERVIEWER

Arnold Thackray founded the Chemical Heritage Foundation and served the organization as president for 25 years. Thackray received MA and PhD degrees in history of science from Cambridge University. He has held appointments at Cambridge, Oxford University, and Harvard University, the Institute for Advanced Study, the Center for Advanced Study in the Behavioral Sciences, and the Hebrew University of Jerusalem. In 1983 Thackray received the Dexter Award from the American Chemical Society for outstanding contributions to the history of chemistry. He served for more than a quarter century on the faculty of the University of Pennsylvania, where he was the founding chairman of the Department of History and Sociology of Science and is currently the Joseph Priestley Professor Emeritus.

ABOUT THIS TRANSCRIPT

The Life Science Foundation conducted this interview. There are no audio or video recordings on file for this interview.

TABLE OF CONTENTS

Interviewee Bio	i
Interviewer Bio	i
About this Transcript	i
8 November 2011	1
Family and Education: 1953 – 1980	1
Family background; University, languages and European experiences; working for Goodyear in Ohio; Kleinwort Benson; pursuing an MBA; first marriage and leaving the United Kingdom.	
Sandoz/Novartis: 1980-1997	7
Joining Sandoz; Ovaltine in Malaysia; moving to Vienna; divorce and remarriage; being sent to Spain; moving to the United States; Optifast; returning to Europe: Switzerland; formation of Novartis; dissatisfaction with job; desire to return to United States.	
Allergan: 1997-	11
Interviewing for Allergan; initial impressions and plans for the company; reducing general and administrative costs; Alphagan®; identifying Botox® as an opportunity; modernizing manufacturing; building a sales force; investing in research and development; spinning off Advanced Medical Optics (now Abbott); growth of Botox; Juvéderm®; acquiring Inamed; coining the term ‘medical aesthetics’; 2008 recession; current research.	