

Pfizer ProfitAbility Case Study

For Pfizer, the development of pharmaceutical drugs is a science of balancing risk and reward. The risk lies in the millions of dollars spent in R&D, with lengthy development times and often no product to show for the effort. The ultimate reward to Pfizer is a successful drug in the market-place. Where does the balance lie?

There is a fundamental need to ensure that every R&D dollar is a dollar well spent. Those who control the R&D budget, and the scientists that spend it are often removed from the direct financial consequences of their day to day decisions. Yet these decisions will ultimately determine the success or failure of a chosen path of research. The key challenge is deciding when to continue a specific R&D investment.

To address this question Pfizer commissioned the development of a unique training simulation that shows research scientists in a fully interactive environment how their daily decisions make, or cost, Pfizer money.

Specifically designed for the R&D sector, Pharma ProfitAbility is a business simulation that focuses on the financial impact of every decision in getting new drugs to the market. At the start of the simulation, participants are selling only ethical pharmaceuticals. But they are free to enter two new markets, with varying degrees of risk and reward. In each case, there is a hurdle of development R&D cost, and an accelerated version of the development time needed to get a new drug ready for launch. In addition, the trade-offs of the real world are built in.

At the end of the programme, each participant is personally challenged to produce an Action Plan that targets selected financial improvements. It must be specific, measurable, and achievable within a defined time frame. The outcome is that this hands-on programme changes the mind-set and behaviour from one that is typically siloed, to one that clearly demonstrates the joined-up thinking that is required to properly progress from ideas to getting successful drugs to the market.



"A thoroughly enjoyable and extremely valuable lesson in business consideration"

"Very novel. Won't forget the strategy decisions and having to fill in P&L and balance sheet. The best "game" I've played on a course, and I usually hate playing games".

"I would recommend this training and training format. It is clear and stimulating".

PROFITABILITY®