

Global Innovation Networks in the Pharmaceutical Industry

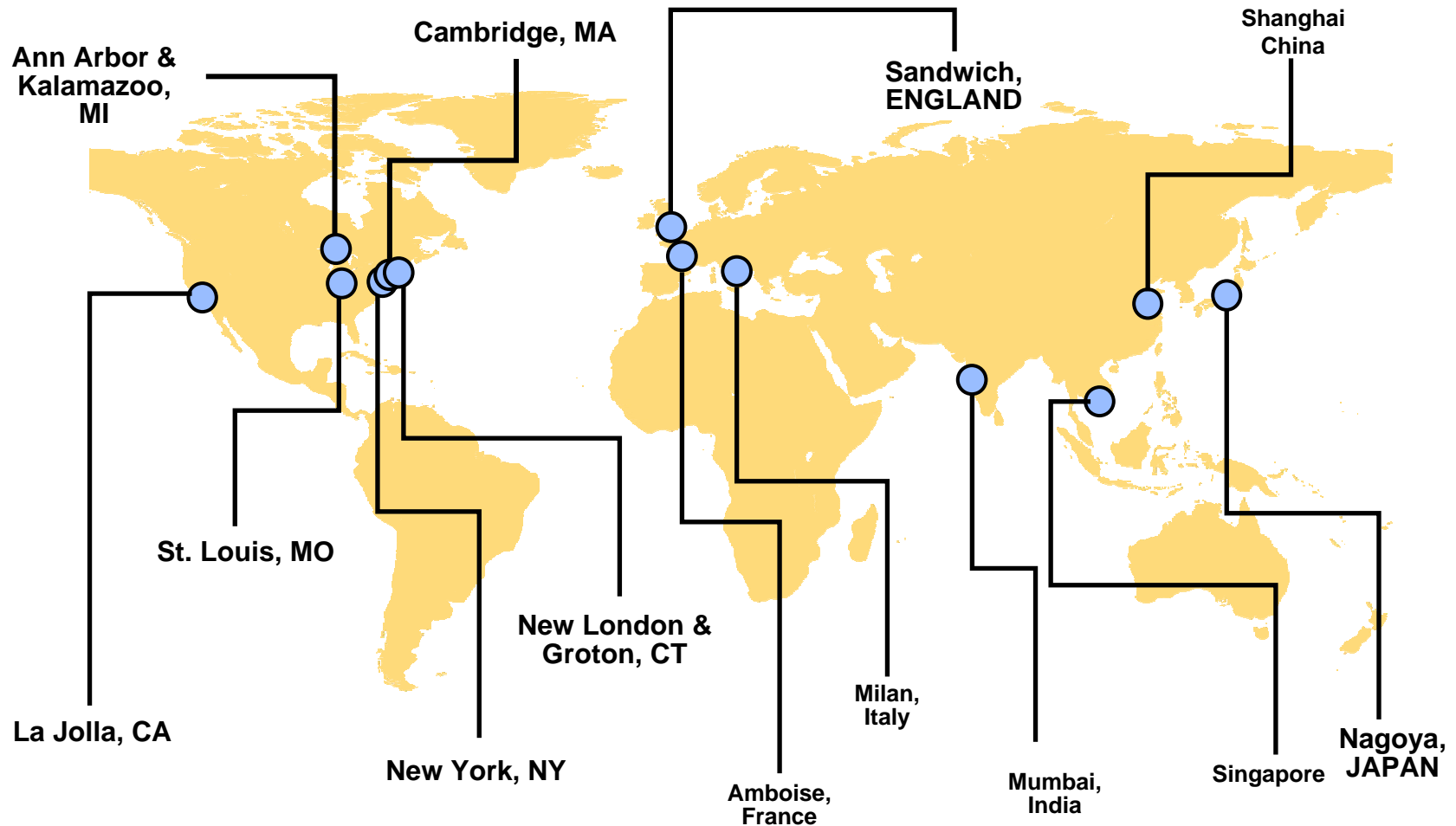
IFRI, 16 March 2006

Dr Gilles Spenlehauer
Pfizer, Global R&D,
VP Pharmaceutical Sciences



Global Research & Development
SANDWICH

Pfizer Global Research and Development

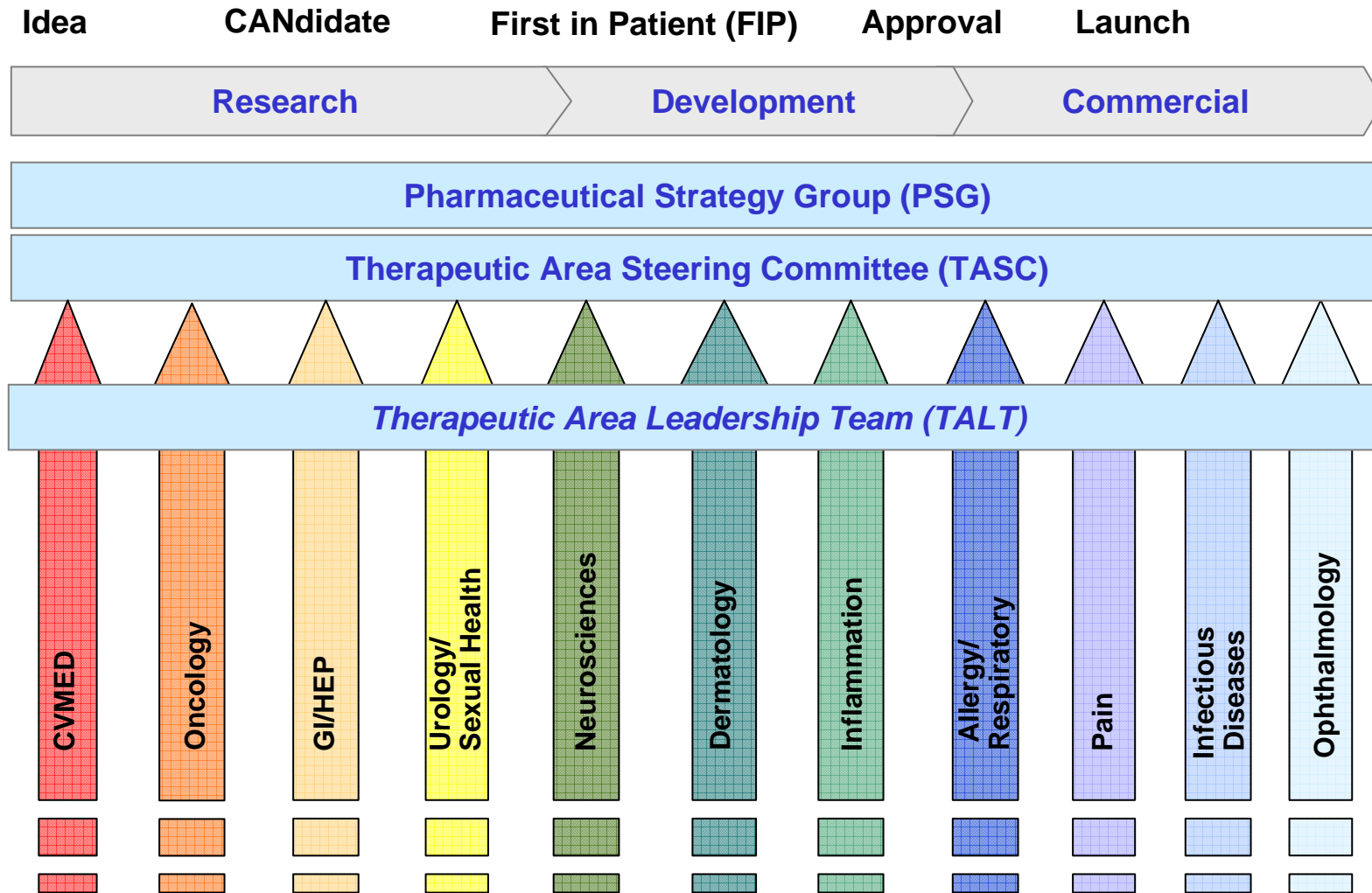


Pfizer Therapeutic Areas

- **Cardiovascular, Metabolic Diseases & Endocrine**
- **Central Nervous System**
- **Inflammation**
- **Allergy and Respiratory**
- **Infectious Diseases**
- **Pain**
- **Gastrointestinal & Hepatitis**
- **Oncology**
- **Urology & Sexual Health**
- **Ophthalmology**
- **Dermatology**

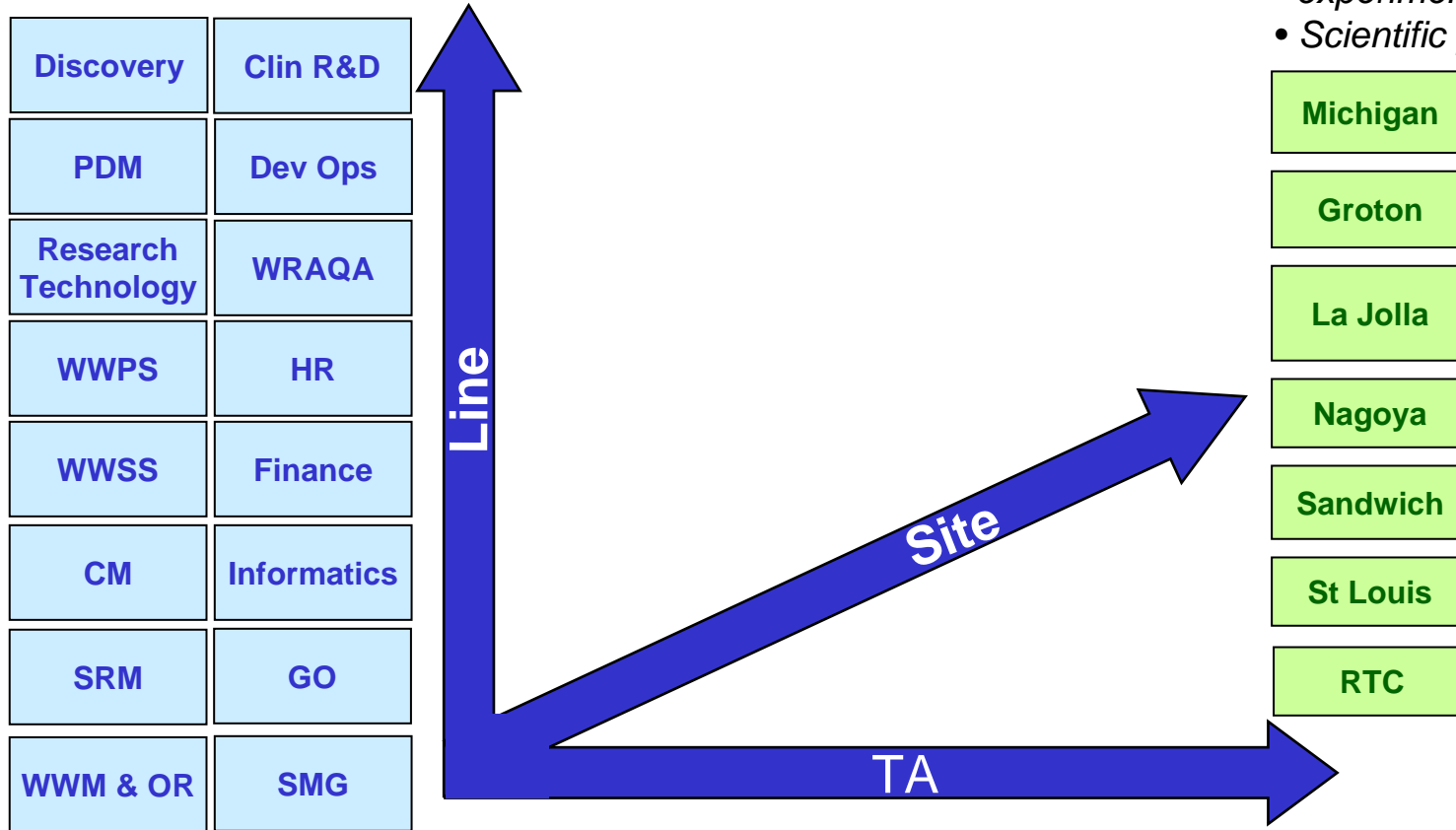


The TA Model Across the Continuum



How We Work & Operate Together

- People Leadership
- Discipline Excellence
- Productivity Improvement



- People & Community
- Cross-line integration & experimentation
- Scientific partnerships

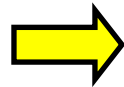
- Patient Focus
- Project Progression
- Portfolio Goal Delivery



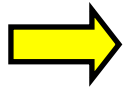
Features and advantages of the new TA model

Themes

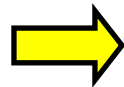
- Empowered and Nimble Project Teams



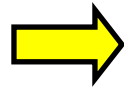
- Light Governance



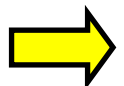
- TA Driven Goals



- Priorities of R&D lines aligned with TAs



- One Portfolio Philosophy



Examples

- Smaller project teams with single Points of Accountability for decision making

- RTARC only governance body for Research project teams

- Product goals now split by TA, not site

- Centers of Emphasis to drive science in partnership with all TAs

- Creation of Research Portfolio Team for cross-TA allocations



R&D Challenges: attrition

Low Discovery Yields, high Development Failure Rate

