

PFIZER

DISCUSSION QUESTIONS

1. Pfizer has a long history of growth and profitability. What are some of the major changes in the industry environment that account for recent troubles the company has been having?
2. Does Pfizer seem to have any resource advantages relative to its major rivals? What are the implications of your answer with regard to the future competitiveness of the company?
3. There is a lot of price pressure on pharmaceuticals companies right now, and it is likely to continue. What are some of the strategies firms in other industries might use to reduce their costs (allowing them to reduce prices)? For each of these strategies, determine whether they are likely to be effective for a pharmaceutical company like Pfizer.
4. What are Pfizer's options for dealing with increased government oversight and regulation? Consumer outrage?
5. Do you see any major opportunities for Pfizer coming from the external environment? How might Pfizer take advantage of these opportunities?
6. Pfizer sells most of its products to wholesalers. Why do you think this is the case? Should Pfizer consider selling more of its products directly to large pharmacy or hospital chains? Why or why not?
7. A lot of Pfizer's growth has come from acquisitions. Would you recommend continuing this sort of growth? Why or why not?
8. If you were Ian Read, what would you do?