

Session 3 Cases

- Taxol®: An Example of “Fast-Track” Drug Development
- Boeing Spares Distribution Center: A World-Class Facility Achieved through Partnering

SYNOPSIS

This case describes a synergistic partnership between the drug manufacturer Bristol-Myers Squibb and the National Cancer Institute (NCI). The partnership's purpose was to develop a new cancer drug called Taxol® from the Pacific Yew tree (*Taxus Brevifolia*), to gain approval of the Food and Drug Administration (FDA), and to produce a sufficient amount of the drug in an extraordinary short amount of time. This challenging project achieved its time goal remarkably well thanks to factors such as a close and good relationship with the project stakeholders (FDA and NCI) and cross-functional teams. The case describes the brief story of Taxol®'s initial development, its success, and its shortcomings.

LEARNING OBJECTIVES –“Taxol®: An Example of ‘Fast-Track’ Drug...”

In discussing this case, participants should gain a better understanding of:

- the importance of having a clear goal in a project
- the responsibilities of the project manager
- the pros and cons of being part of a successful team
- the synergy gained through partnership
- the impact of clear and wide support from upper management

Discussion Point

- How can you deal with former coworkers after you have joined in a highly successful and visible ‘star’ project
- What are the responsibilities of doing a good job and taking on new responsibilities, and dealing with possibly uncomfortable situations brought about by this success?
- Discuss - envy of coworkers, power conflicts