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TOPIC: The Road to Positive R&D Returns

SPEAKER: Rodney Zemmel, Ph.D., Director, McKinsey & Company, Inc.

Productivity in pharmaceutical R&D has been on the decline for years, and much has been discussed on the subject, since it is one of the biggest challenges for the pharma industry, and perhaps *the* biggest challenge. The causes for the decline in productivity are many and complex.

However, in the words of our speaker, Dr. Rodney Zemmel of McKinsey & Company, Inc., "Scientific innovation is not the only route to higher R&D productivity." He and his colleagues point out that attention to the familiar management areas of cost, speed and decision-making can still reap rewards. In a paper they recently published, they propose several ways biopharma companies could increase efficiencies in R&D activities to achieve greater returns on R&D investment. At this program, Dr. Zemmel will present the conclusions reached in this recent paper as well as the facts and figures and the reasoning behind them.

Rodney Zemmel, a director in the New York office of McKinsey & Company, leads the Healthcare Sector in the North East Office and the Firm's knowledge development in the area of R&D. He serves clients broadly across healthcare and works with some of the leading companies in pharmaceuticals, medical products and health insurance. He has been involved in launch and growth acceleration strategies for a number of leading products in the U.S., Europe and Japan. He has also led McKinsey's support to a number of healthcare private equity transactions and has served clients extensively in other segments of the industry such as diagnostics, biotech, pharmaceutical services and PBMs.

Dr. Zemmel has published articles in leading healthcare business publications such as *Nature Drug Discovery* and *In Vivo*, and is a regular speaker at industry conferences. He joined McKinsey in London in October 1995 and was elected principal in New York in 2000 and director in 2006. He earned his Ph.D. in Molecular Biology and a first class BA/MA degree in natural sciences, both from Trinity College Cambridge, U.K.