

Current Scenario

Impacting almost every country in the world, SARS-CoV-2 or the novel coronavirus (COVID-19) is one of the major pandemics in human history. It has caused over 21 million¹ infection cases reported globally, and nearly 765 thousand people have lost their lives so far to the virus. With no proven cure in sight, social distancing, personal hygiene and self-containment are the countermeasures people are adopting to contain the spread of the virus.

However, according to researchers of a study at Massachusetts Institute of Technology (MIT), the wrath of the coronavirus pandemic is far from over. In the coming months, the world may witness a huge surge in the number of COVID-19 infected cases. Analytical models approximate around 249 million (24.9 crore) cases and 1.75 million (17.5 lakh) deaths by Spring 2021 in 84 countries in the absence of breakthroughs in treatment or vaccination, according to the study.

Lack of scientific data about the contagion and its transmittable nature have made it difficult to foresee an end to the rising infections in the absence of a curative or preventive solution. Thousands of researchers today, backed by global investors, are working to find a cure or vaccine for the virus.

According to the World Health Organization (WHO), around 140 vaccines are in different stages of development around the world currently, while 16 vaccine candidates are in the last stage of clinical trials. Of these 16 candidates, five are being studied in China, three in the US, two in the UK, and one each in Australia, Germany, and Russia. Many researchers believe that it may take 12-18 months to develop a safe and effective vaccine. However, with the news of 16 vaccines in their last stage of clinical trials, hopes are high for an earlier than expected arrival of a cure to this devastating pandemic.

Project Context

Cure& Pharma Inc., a US based pharmaceutical firm headquartered in Texas, primarily focuses on research and development of drugs and vaccines. The company, with an annual revenue of USD 1 billion (including revenue from licensing agreements with customers), has a successful history of developing vaccines for various diseases and has partnerships with several drug manufacturers based out of the US.

Cure& Pharma had initiated Operation Terra to develop potential vaccine candidates against COVID-19. One such candidate, BT1479, has shown positive results in clinical trials and has successfully reached Phase 3 of the vaccine development program. BT1479 uses a weakened adenovirus as a vector infused with the DNA sequence for the coronavirus spike protein. Phase 1 and Phase 2 trials of the drug yielded positive results and have validated the safety aspects for humans. Currently, Phase 3 trials are in progress to test effectiveness of the vaccine. Trials are underway on thousands of volunteers in many countries around the globe. India and Brazil. Once the results are verified, the vaccine can be sanctioned for public distribution and usage. Owing to the paucity of time, Cure& Pharma is strategizing ahead to start

¹ Data as of 14/08/2020.

production and plan distribution of BT1479, so that the vaccine can be administered as early and as effectively as possible.

While Cure& Pharma has a well renowned R&D practice, they have often solicited help from specialists/consulting organizations on strategic, manufacturing, and distribution aspects. In lieu of this, they have floated a Request for Proposal (RFP) inviting consulting firms to provide expertise on these challenges and finalize on one firm to go ahead with the required proposal.

Excerpts from Publicly Available Correspondence

To better understand the market and gauge the perspectives of C level executives (the final decision makers) at Cure&, following are a few publicly available excerpts to prepare a well rounded proposal for Cure&.

"Once we are confident of a safe and good vaccine for the world. We will certainly announce it when we are licensed by the Food and Drug Administration (FDA), but that is still at least some time away from now. The exact timeline and dates are not something we would want to comment as of now but we are looking at the end of year as a probable milestone" - CEO (15th June, 2020)

"While the United States continues to remain epicenter for the virus, populous countries like India, Brazil and Mexico have witnessed an exponential surge in the number of infection cases of late. The great economic disparity and crowded living spaces in these regions are a cause of worry for everyone right now and we would definitely advise everyone to maintain social distance norms and follow government protocols while we race towards the vaccine" - CEO (9th July, 2020)

"Recently, there was news about a vaccine candidate which is being rushed. We don't want to rush anything. We want to ensure safety and efficacy. However, we want to make the vaccine available to the customers as soon as it gets approved. Given the success rate in round 1 and round 2 of clinical trials we are optimistic that the vaccine will be a great success and have started assessing the potential markets and their size..." - Chief R&D Officer (29th June, 2020)

"The R & D team has done a great job on Operation Terra, we are confident that BT1479 will be an effective vaccine and prove to be a great shield to prevent COVID-19. Our existing Third Party Manufacturing (TPM) partners are not equipped to handle large volumes that we anticipate to sell. We have already started planning ahead and devising a strategy to identify TPM and distribute the vaccine. We are further evaluating various external consulting firms that can help us achieve the objectives..."

...We are also aware of the possible manufacturing and distribution challenges across the globe and hence we are planning to identify certain locations best fit for us. It would not be possible to manufacture and administer the vaccine to everyone who is affected at that point in time. Rather we should be more strategic in terms of targeting the most vulnerable and make most use of our resources" - COO (12th July, 2020)

"When we look at inorganic growth opportunities, we see a long-term benefit irrespective of current situation. Acquiring the target in right markets with high growth rates having a variety in product portfolio is important to us..."

PwC Challenge 2020

PwC Acceleration Centers Case Competition



...Under crisis conditions, the Finance department is looking to accelerate its budgeting and forecasting process, providing continually updated and accurate business information that the CFO and strategy teams can then incorporate while taking key strategic decisions. Considering the potential of Operation

Terra and the on-going crisis conditions, we are taking steps to elevate the performance of our FP&A team.” - CFO (15th July, 2020)

Financials, Sales Figures and Product Portfolio: (See attached file)

1. P&L
2. Product Split

RFP Objective:

The purpose of this RFP is to solicit consulting services (As mentioned in SoW section) for Cure& Pharma Inc. to help the company launch their new vaccine program across the globe.

Summary of Deliverables:

The Engagement team (Participating Team) will be helping the partner in the pursuit by coming up with a presentation/deck that has PwC analysis on the situation and value that can be delivered by PwC in a future engagement.

1. Based on the prevailing and predicted growth pattern of the virus, conduct an effective market analysis of the highly affected geographies to assess suitability, demand, profitability and other situational factors that might affect Cure& decision to enter/focus on a specific market/geography. Also devise an effective strategy for delivering the vaccine taking into account socioeconomic and demographic factors such as age, income, comorbidities etc.
2. Provide an industry outlook for Pharma Contract (*Third Party Mfg.*) Manufacturing. Discuss parameters like industry size, growth rate, geographical spread, risks etc
3. In our discussion with existing contract manufacturers for other products, it was determined that they may not have capabilities and capacity to manufacture BT1479. Articulate parameters to be considered while evaluating other manufacturing & distribution partners in the following areas: -
 - a. Suppliers for sourcing of Active Pharmaceutical Ingredients (APIs)
 - b. Third Party Manufacturers and
 - c. Third party logistics providers

Contact Us for Queries

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4. Considering the impact of Covid-19 crisis and the potential launch of Covid-19 vaccine, assess the impact on the Financial Planning and Budgeting process performed by the Finance Department. Determine the drivers (key factors) that will be used in the future for the Planning and Budgeting Process.
5. A short video of not more than 2 minutes, wherein brief the Cure& team of the suggested solutions as requested through the RFP.

General Instructions for PPT:

1. Please use the following format for building out the presentation deck
 - a. Executive Summary - Executive Summary is mandatory and should not exceed 2 slides.
 - b. Body - Do not exceed 10 slides for the main body of the deck (excluding executive summary and appendix). Use your own judgement to decide the number of slides for each deliverable.
 - c. Appendix - Appendix should not exceed 50 slides.
2. To keep the content readable, do not go below a font size of 10. Preferably, use 12 or above. Font type - Georgia
3. Please make assumptions wherever required. Also state them clearly in the footer section.
4. In case of quoting data from external sources, please mention references in the footer. Use American Psychological Association (APA) style referencing.

General Instructions for Video:

1. Video length should not exceed 2 minutes. Try to present the findings and the relevant strategy in a concise structured format.
2. Within the video, not more than 15 seconds should be spent on Team Introduction (can be omitted).
3. You have the creative liberty to make the video as eye-catching and communicative as possible, but don't miss out on sharing the relevant details.
4. Video Format: ".mp4" or any other format compatible with Windows Media Player

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