

# Cutter

MILES



TO: DISTRIBUTION: BELOW

DATE: September 27, 1983

FROM: Carolyn Patrick  
SUBJECT: AIDS SCENARIO

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Attached are completed scenario forms for:

1. Restricted Development of New Plasma Products
2. Competitors Obsolete Cutter's Plasma Products

GRO-C

C. Patrick

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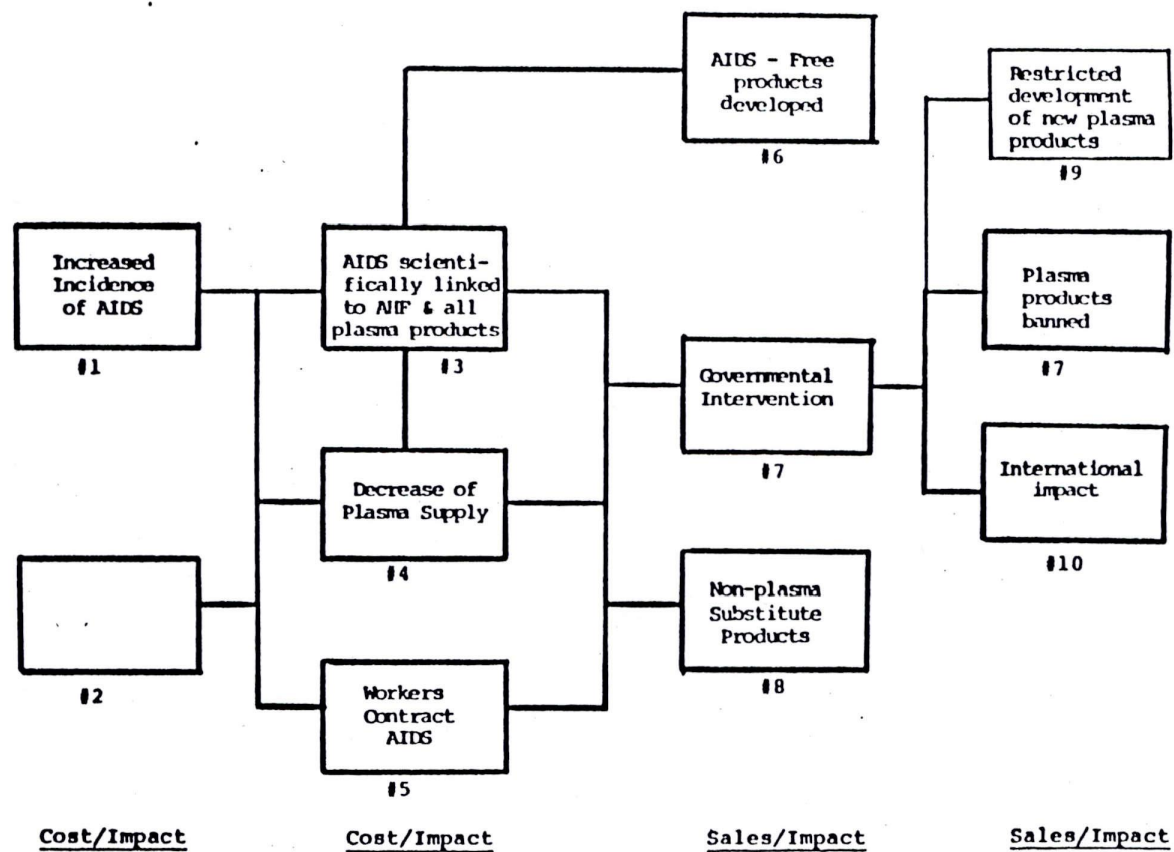
## AIDS Scenarios

**CNP 003**

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# AIDS SCENARIO - Interrelationships of Events



SELECTED PROBLEM FORMULATIONS FOR WORKSHOPS

1. HOW CAN WE BEST UPDATE OUR PLANS TO REFLECT CHANGES IN AIDS INCIDENCE?
- 2.
3. HOW CAN WE MAKE SURE THAT ALL OUR FINISHED PRODUCTS ARE NOT LINKED TO AIDS?
4. HOW CAN WE MAKE SURE AND PROVE THAT CUTTER PLASMA IS FREE FROM AIDS RISK?
5. HOW CAN WE MINIMIZE AIDS RISK TO WORKER?
6. HOW CAN WE MINIMIZE PERCEIVED AIDS RISK TO KOATE?
7. HOW CAN WE PARTICIPATE TO EDUCATE AND INFORM THE PUBLIC, U.S. AND FOREIGN GOVERNMENT OFFICIALS, WORKERS, AND POLITICIANS TO PREVENT EMOTIONAL ACTIONS AND REACTIONS?
8. HOW CAN WE ACCELERATE CUTTER rDNA/BIOTECHNOLOGY PROJECTS TO A SUCCESSFUL CONCLUSION?
9. HOW CAN WE PREVENT FDA FROM IRRATIONALLY RESTRICTING NEW PLASMA PRODUCTS IN RESPONSE TO PUBLIC PRESSURE?
10. HOW CAN WE DEVELOP AN ACCEPTABLE HEAT TREATED AHF FOR MAJOR FOREIGN MARKETS?

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<b>Scenario 1</b> <b>Schedule/Form</b>		<b>Statement of Scenario Event: The Development and Incidence of AIDS.</b>		<b>Topic of scenario: Acquired Immune Deficiency Syndrome (AIDS)</b>	
<b>No.</b>	<b>Major Issues/Problems (short statement)</b>	<b>Impact on current business</b>		<b>Mag.</b>	
	<p>A fatal disease is striking high risk groups, including hemophiliacs, at an epidemic rate. The specific cause is not known and there is no cure. As of August 1983, over 2,000 cases were reported, including 17 hemophiliacs.</p> <p>The development of AIDS indicates that one mode of transmission is through blood and blood products.</p> <p>There is no screen or blood test to determine the presence of AIDS in an unsymptomatic carrier.</p> <p>With the comparative lack of specific scientific and medical knowledge, governmental, regulatory and media responses are inconsistent and unpredictable and apt to be based on emotion and sensationalism.</p>	<p>Three direct impacts have resulted:</p> <ul style="list-style-type: none"><li>- The fear of contracting AIDS has resulted in a reduction of concentrate use by the hemophiliac population.</li><li>- Plasma Center screening requirements have been issued, including AIDS questionnaires, additional physical examining and donor, center-employee education.</li><li>- Based on the conception that a heat-treatment concentrate product may eliminate or reduce the risk of passing AIDS, there is a "no holds" rush to complete its development, approval and manufacture; substantial additional costs and expenditures are being incurred.</li></ul>		<p>3</p> <p>1</p> <p>2</p>	
Please show the magnitude of the impact by 3, 2, 1 (high, medium, low)					

SCENARIO #1

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<b>Scenario 2</b> <b>Impact of major future developments and trends</b> <b>Schedule/Form</b>		<b>Topic of scenario:</b> AIDS	
<b>No.</b>	<b>Major Future Developments</b>	<b>Impact on future operations/business</b>	<b>Mag.</b>
	<p>Most Likely: Scientific and medical progress is real but slow. No major breakthroughs occur in 1983.</p> <p>No specific blood test before 1985.</p> <p>The general incidence of AIDS continues at the same basic rate within the risk groups but by 1985 is not at an exponential growth level.</p> <p>AIDS does not spread to general population at an epidemic level, nor do any new high risk groups develop.</p> <p>The development of AIDS in major industrialized countries continues but at a lower rate of involvement than in the U.S.</p>	<p>(Note: The specific impacts based on these developments are addressed in the Scenarios prepared for the individual events.)</p>	
	<p>Worst Case: Exponential growth continues.</p> <p>Lymphadenopathy and/or T-Cell Helper/Suppressor ratio are generally prodromal stages of AIDS.</p> <p>Limited epidemics encountered outside current high risk groups: family, prisoners, health care workers and plasma processors.</p> <p>No cause or cure discovered and in the meantime, a long incubation period continues to tick.</p>		
Please give the magnitude of the impact by 3, 2, 1 (high, medium, low)			

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<b>Scenario 3</b> <b>Schedule/Form</b>		<b>Probability of occurrence of major developments and trends</b> (from Schedule 2)		<b>Topic of scenario:</b> AIDS.		
<b>No.</b>	<b>1983</b>	<b>1984</b>	<b>1985</b>	<b>1986</b>	<b>1987</b>	<b>1988</b>
	<b>Most Likely:</b>	By end of 1985, approximately 15,000 to 20,000 cases*, 120 to 160 are hemophiliacs.	A specific blood test is found in 1985-86. Promising research in terms of a vaccine and preventability.			By 1988, 25,000 to 40,000 cases*, 200 to 320 hemophiliacs. Cause is known, but no complete cure. Incidence is declining. AIDS is checked and slowed, but not eradicated.
	<b>Worst Case:</b>	By end of 1985, approximately 40,000* cases, 1,000 are hemophiliacs. Several hundred tied to blood transfusions. Other major countries are severely affected. A specific cause and blood test cannot be determined.				By 1988, 80,000* cases, with 2,000 hemophiliacs. Decline is largely due to decimation of susceptible populations, earlier diagnosis and better treatment. But AIDS remains a major epidemic condition.
Please show the probability against the relevant years (e. g. low till 1984, med. 1986, high 1988)						
*cumulative from 1981.						



Scenario 4  
Schedule/Term

Formulation of problem (-How can we....-)

Topic of Scenario: AIDS  
(Incidence of AIDS)

How can we track and monitor the incidence and development of AIDS?  
(Possible resources: R. Modersbach, R. Rousell (or M.D. from Cutter staff), S. Ojala)

How can we assess impact on plans or scenario that could result from changes in AIDS incidence?  
(Possible resources: Team or business heads)

Please state the problems in as few words as possible in the form which ask for action-oriented answers.

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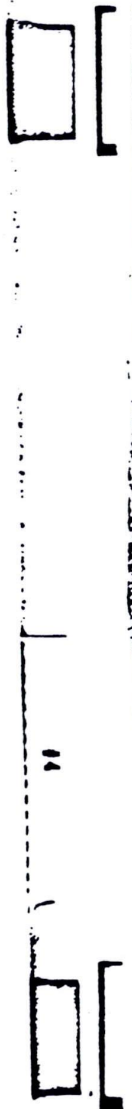


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Scenario 1  
Schott's/Term

Statement of Scenario Event:

Decrease of Plasma Supply

By John H. Hink



Topic of scenario:


AIDS

No.	Major Issues/Problems (short statement)	Impact on current business	Magn.
1	Identification of AIDS in the hemophilic population and in patients receiving blood donations has given rise to the postulate that AIDS is transmitted by blood and blood products.	Additional screening requirements for plasma donors to eliminate "high risk" donors has necessitated implementation of new processing procedures and rejection of a small number from our donor panel.	1
2	Pilot studies on surrogate testing of plasma donors has been recommended by U.S. Gov't agencies.	A study of several thousand donors for hepatitis B core antibody has provided no useful information.	1
3.	Health care workers have publicly expressed concerns regarding AIDS victims.	Concerns expressed by a small number of hospital workers have not spread to plasmapheresis workers.	1
4.	Plasma collected from prison populations has been excluded from use in the manufacture of plasma coagulation products by informal FDA guidelines.	Our competitors have discontinued significant volume plasma procurement from prison sources and are replacing this volume by offering higher prices to other suppliers, thus creating a general market price increase. Cutter continues to procure prison plasma to protect its rabies antibody supply. As no coagulation products are made from this plasma, cost is high.	2
Please show the magnitude of the impact by 3, 2, 1 (high, medium, low)			

SCENARIO #4

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By John H. Hink 

Scenario 2      Impact of major future developments and trends		Topic of scenario: AIDS	
No.	Major Future Developments	Impact on future operations/business	Mag.
<b>Most Likely:</b>			
1	Test for AIDS prodrome will be required for plasma donors.	Temporary and moderate reduction in plasma supplies causing slight shortages and minimal cost increase.	1
2	Foreign countries (especially Europe) will become more self sufficient in production of plasma and will reduce purchases from U.S.	U.S. plasma exports will decrease creating moderate U.S. surplus and lower plasma prices.	2
<b>Worst Case:</b>			
1	All plasma donations will be required to be held for a period of 6 mos. while the donor is followed to assure no AIDS is contracted within this period.	Severe temporary shortage of plasma and considerable cost increase due to difficulties in donor follow up and loss of plasma from transient donors.	3

Please give the magnitude of the impact by 3, 2, 1 (high, medium, low)

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By John H. Hink



Scenario 3 Schedule/Term		Probability of occurrence of major developments and trends (from Schedule 2)			Topic of scenario:  AIDS		
No.	1983	1984	1985	1986	1987	1988	
1	Most Likely: _____	20% _____	40% _____	10% _____	_____	_____	
2	_____	10% _____	40% _____	50% _____	_____	_____	
1	Worst Case: _____	15% _____	30% _____	_____	_____	_____	

Please show the probability against the relevant years (e. g. low 1984, med. 1985, high 1985)

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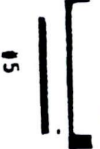
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<b>Scenario 4</b> <b>Schedule/Format</b>	<b>Formulation of problem (-How can we....-)</b>  <b>Topic of Scenario:</b>  AIDS
<p>How can we prove that Cutter plasma is free from AIDS risk.</p>	
<p>Please state the problems in as few words as possible in the form which ask for action-oriented answers.</p>	

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Topic of scenario: **AIDS**

No.	Major Issues/Problems (short statement)	Impact on current business	Magnitude
1.	Plasma fractionation workers have expressed concern for their safety regarding the perceived risks of contracting AIDS encountered while physically handling raw plasma.	Workers morale has been affected to a small degree by the fear of contracting AIDS. Worker continue to ask questions and express fears related to plasma production.	1
2.	In 1983, four hospital workers have contracted AIDS.	Incidence of AIDS among hospital workers has not significantly increased concerns of production workers.	1
Please show the magnitude of the Impact by 3, 2, 1 (high, medium, low)			

## SCENARIO #5





Scenario 2      Impact of major future developments and trends Schedule/Form		Topic of scenario: AIDS	
No.	Major Future Developments	Impact on future operations/business	Magn
	Most Likely: 1 or 2 non-high risk fractionation or plasma center workers contract AIDS, causing concern among all plasma workers.	Production cost increases to provide worker protection and pay premium wages.	1
	Worst Case: More than two workers get AIDS.	Workers refuse to work in plasma processing, leading to product shortages.	3

Please give the magnitude of the impact by 3, 2, 1 (high, medium, low)

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Scenario 3 Schedule/Farm		Probability of occurrence of major developments and trends (from Schedule 2)		Topic of scenario: AIDS		
No.	1983	1984	1985	1986	1987	1988
	Most Likely: One or two non-high risk fractionation or plasma center workers contract AIDS. Premium wages and extensive worker pro- tection must be provided.	50%	30%	10%	0	0
	Worst Case: More than two non- high risk workers get AIDS.	10	0	0	0	0

Please show the probability against the relevant years (e. g. low till 1984, med. 1986, high 1988)





Scenario 4 Schedule/Form	Formulation of problem (-How can we....-)	Topic of Scenario: AIDS
<p>1. How can we reduce the probability of non-high risk workers getting AIDS?</p> <p>2. How can we prepare for the problems if this does occur?</p>		
<p>Please state the problems in as few words as possible in the form which ask for action-oriented answers.</p>		

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Scenario 1 Statement of Scenario Event: Competitors Obsolete Cutter Hemophilia Concentrates		Topic of scenario: AIDS	
No.	Major Issues/Problems (short statement)	Impact on current business	Mag.
1.	The U.S. market for hemophilia concentrates has declined drastically because of fear of AIDS transmission via these products.	Koate® sales are 30% behind budget, causing lost profits and product mix imbalance.	2
2.	All companies are seeking ways to minimize or eliminate perceived or actual AIDS risk in their products. Cutter is not at the forefront of these efforts.	Current Cutter sales are lower than they would be if a heat-treated concentrate were available. Business may be at further risk if technology gap widens.	3
Please show the magnitude of the impact by 3, 2, 1 (high, medium, low)			

SCENARIO #6

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Scenario 2      Impact of major future developments and trends Schedule/Term      COMPETITORS OBSOLETE CUTTER HEMOPHILIA CONCENTRATES		Topic of scenario:  AIDS	
No.	Major Future Developments	Impact on future operations/business	Mag.
	Most Likely:		
1.	Other companies in addition to Hyland will market heat-treated concentrates prior to Cutter.	Major short-term impact that will decrease when Cutter enters market with comparable product.	2
2.	Competitors and Cutter will demonstrate AIDS-free product within close time-frame.	Increase in total concentrate usage. No other major impact.	2
3.	Competition will market rDNA AIF prior to Cutter.	Major negative impact on Koate® sales until Cutter rDNA product available.	3
	Worst Case:		
1.	Competitor introduces a patented or otherwise exclusively AIDS-free product.	Marketplace will buy as much of this product as is available and will expect risky product to be available at low prices.	3
2.	FDA bans all plasma-sourced AIF upon availability of rDNA product from a competitor.	Possible loss of total AIF business.	3

Please give the magnitude of the impact by 3, 2, 1 (high, medium, low)

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<b>Scenario 3</b> <b>Schedule/Form</b>		<b>Probability of occurrence of major developments and trends</b> (from Schedule 2) COMPETITORS OBSOLETE CUTTER HEMOPHILIA CONCENTRATES			<b>Topic of scenario:</b> AIDS		
<b>No.</b>	<b>1983</b>	<b>1984</b>	<b>1985</b>	<b>1986</b>	<b>1987</b>	<b>1988</b>	
	<b>Most Likely:</b>						
1.	90%	90%	15%	10%	10%		
2.	0%	5%	20%	60%	75%		
3.	0%	5%	15%	20%	75%		
	<b>Worst Case:</b>						
1.	5%	5%	15%	25%	25%		
2.	0%	0%	5%	15%	25%		
Please show the probability against the relevant years (e. g. low till 1984, med. 1986, high 1988)							

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Scenario 4  
Schedule/Form

Formulation of problem (-How can we....-)  
COMPETITORS OBSOLETE CUTTER HEMOPHILIA CONCENTRATES

Topic of Scenario:

AIDS

1. How can we leapfrog to develop a hepatitis/virus-free product ahead of competition?
2. How can we accelerate Cutter rDNA AIF project?
3. How can we minimize perceived AIDS risk of Koate®?

Please state the problems in as few words as possible in the form which ask for action-oriented answers.

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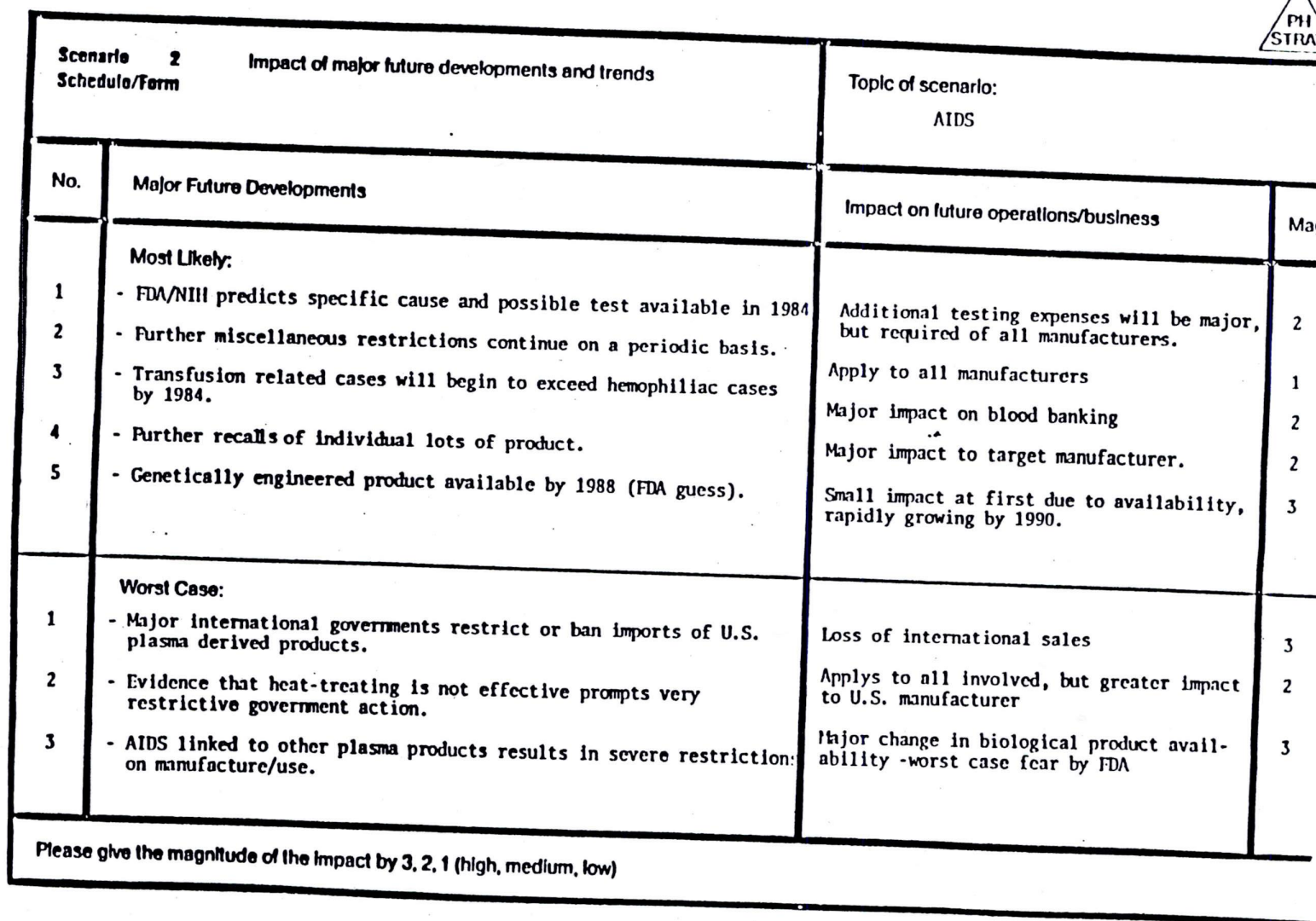




Scenario 1 Schedule/Form	Statement of Scenario Event: Increased government intervention (including product bans)	Topic of scenario: AIDS	
No.	Major Issues/Problems (short statement)	Impact on current business	Mag.
	<p>Increased attention by the media and/or future events cause government agencies (U.S. and worldwide) to add additional restrictions to the production, sale or use of plasma derived products.</p> <p>The current focus is to encourage the best treatment of plasma coagulation products, and for some foreign governments to discourage the importation of U.S. plasma products.</p> <p>As understanding of AIDS develops, further plasma testing will be required.</p> <p>When alternate products from non-plasma sources are available, further restrictions will result including the possibility for eventual bans of human-derived material.</p>	<p>Current and future actions include:</p> <ul style="list-style-type: none"><li>- plasma center screening requirements have been increased.</li><li>- positive identification of AIDS donors in plasma products can lead to a FDA required recall of suspect lots.</li><li>- additional tracing of donors and users could be required.</li><li>- holding (quarantine) requirements for plasma could result.</li><li>- once alternate products or therapies are available, current products could be banned or simply restricted into economic impossibility.</li></ul>	<p>1</p> <p>2</p> <p>2</p> <p>2</p> <p>3</p>
Please show the magnitude of the impact by 3, 2, 1 (high, medium, low)			

SCENARIO #7



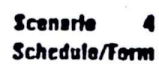


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Scenario 3		Probability of occurrence of major developments and trends (from Schedule 2)		Topic of scenario: AIDS		
No.	1983	1984	1985	1986	1987	1988
1 2 3 4 5	Most Likely:	50%	75%	80%	90%	95%
		75%	75%	75%	75%	75%
		40%	50%	60%	75%	---
		50%	50%	50%	50%	50%
			10%	20%	30%	50%
1 2 3	Worst Case:	20%	30%	30%	40%	40%
		30%	30%	40%	40%	50%
		20%	30%	30%	30%	30%

Please show the probability against the relevant years (e. g. low till 1984, med. 1986, high 1988)



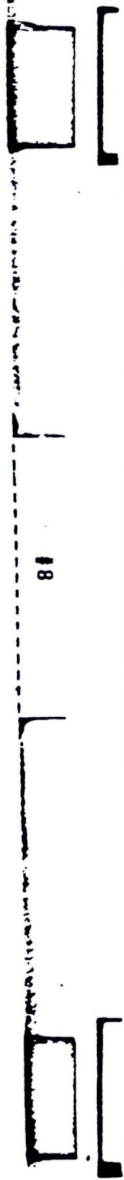
**Topic of Scenario:**

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By John H. Hink



Scenario 1 Statement of Scenario Event: Non-Plasma Products Introduced by Competitor		Topic of scenario: AIDS	
No.	Major Issues/Problems (short statement)	Impact on current business	Magn.
1.	Crystalloids and several synthetic plasma expanders are available and acceptable by many clinicians as substitutes for plasma Fraction V products. These substitutes have been available for years and although less expensive than plasma derived products, make up a relatively small share of the total plasma expander market.	Non-plasma derived expanders have a minor but significant share of the expander market and have no new impact on our business.	1
2.	Synthetic drugs (dexamino-d-arginine vasopressin DDAVP and a synthetic androgen, Denizol) showing promise for the treatment of certain hemophiliacs are in the final stages of evaluation by Cutter competitors.	No impact on current business until products approved for treatment of hemophiliacs.	1
3.	Large expenditures of time and money are being directed towards producing genetic engineered proteins to replace current and future plasma derived products.	Progress has been made but no impact on our business should be noted before end of 1984.	1
Please show the magnitude of the impact by 3, 2, 1 (high, medium, low)			

SCENARIO #8

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WOODZON





## AIDS

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**Wootzen Co. Inc.**

By: John Hink



Scenario 3 Schedule/Form		Probability of occurrence of major developments and trends (from Schedule 2)			Topic of scenario:  AIDS		
No.	1983	1984	1985	1986	1987	1988	
1	Most Likely: 100% _____	100% _____	100% _____	100% _____	100% _____		
2	_____	50% _____	80% _____	80% _____	80% _____		
3	100% _____	100% _____	90% _____	80% _____	70% _____		
1	Worst Case: _____ _____ _____ _____	_____ _____ _____ _____	_____ _____ _____ _____	30% _____ 30% _____ 30% _____ 30% _____	60% _____ 60% _____ 70% _____ 50% _____		
DNA VIII							
DNA XI							
DNA alb							
MOAB CC							

Please show the probability against the relevant years (e. g. low 1984, med. 1986, high 1988)



<b>Scenario 4</b> <b>Schedule/Form</b>	<b>Formulation of problem (-How can we....-)</b>  <b>Topic of Scenario:</b>  AIDS
<p>How can we use new technologies to protect our plasma products.</p>	
<p>Please state the problems in as few words as possible in the form which ask for action-oriented answers.</p>	



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Scenario 1 Schedule/Form		Statement of Scenario Event: RESTRICTED DEVELOPMENT OF NEW PLASMA PRODUCTS		Topic of scenario: AIDS	
No.	Major Issues/Problems (short statement)	Impact on current business	Mag.		
1.	Media attention and some AIDS cases among non-high risk groups are creating increasing concern that AIDS is transmitted by blood and blood-derived products.	Koate® sales and the entire U.S. Factor VIII market have declined 20-30% because of AIDS concern among hemophiliacs. AIDS concern is beginning to surface among users of other plasma products, including Gamimune®.	2		
2.	Cutter is in the process of developing new plasma products and is now attempting to set up clinical trials for these products. It is possible that concern about AIDS transmission via blood products will delay or prohibit development of new plasma products because of increased regulatory pressure or reluctance among clinical investigators and potential end-users.	New plasma products will provide major portion of Biological and Cutter Group growth for remainder of decade and will have a major favorable impact upon profitability by providing greatly increased revenues with no increase in raw material costs.	3		
Please show the magnitude of the impact by 3, 2, 1 (high, medium, low)					

SCENARIO 19

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Scenario 2      Impact of major future developments and trends Schedule/Form      RESTRICTED DEVELOPMENT OF NEW PLASMA PRODUCTS		Topic of scenario:  AIDS	
No.	Major Future Developments	Impact on future operations/business	Mag.
	Most Likely:		
1.	AIDS concern will cause some investigators to decline to perform needed clinical trials or to exclude certain population groups.	Clinicals will take more time to arrange, will perhaps be more expensive.	2
2.	FDA will view IND/NDA's with a more careful eye toward risk-benefit ratios but will not exclude new plasma products totally.	Marginally or questionably beneficial products will be difficult to license but truly beneficial products will be licensed.	1
3.	FDA will look favorably upon rDNA-sourced new products because of no AIDS risk.	Regulatory pathway for these products will be smoother than otherwise.	1
	Worst Case:		
1.	No new plasma products licensed by FDA unless conclusively proven to be AIDS-free.	No new products for Biological Division for rest of decade, with drastic negative effect on sales and profits.	3
Please give the magnitude of the impact by 3, 2, 1 (high, medium, low)			

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Scenario 3  
Schedule/Term

Probability of occurrence of major developments and trends  
(from Schedule 2)  
RESTRICTED DEVELOPMENT OF NEW PLASMA PRODUCTS

Topic of scenario:

AIDS

No.	1983	1984	1985	1986	1987	1988
	<b>Most Likely:</b>					
1.	100%	100%	100%	100%	100%	
2.	30%	60%	85%	85%	85%	
3.	80%	80%	80%	80%	80%	
	<b>Worst Case:</b>					
1.	5%	10%	15%	15%	15%	

Please show the probability against the relevant years (e. g. low till 1984, med. 1986, high 1988)

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<b>Scenario</b> 4 <b>Formulation of problem (-How can we....-)</b> <b>Schedule/Form</b> RESTRICTED DEVELOPMENT OF NEW PLASMA PRODUCTS	<b>Topic of Scenario:</b> AIDS
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1. How can we minimize AIDS concern regarding plasma products among clinical investigators?
2. How can we minimize AIDS risk in new plasma products?
3. How can we demonstrate minimal AIDS risk in new plasma products?
4. How can we prevent FDA from irrationally restricting new plasma products in response to public pressure?

Please state the problems in as few words as possible in the form which ask for action-oriented answers.

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<b>Scenario 2</b> <b>Schedule/Form</b>		<b>Impact of major future developments and trends</b> Decline in International Sales through Foreign Government Intervention		<b>Topic of scenario:</b> AIDS	
<b>No.</b>	<b>Major Future Developments</b>	<b>Impact on future operations/business</b>	<b>Mag.</b>		
1.	<b>Most Likely:</b> Major Foreign Governments require all Factor VIII to be heat-treated (Regular Factor VIII banned).	Positive impact if Cutter has an acceptable heat-treated Factor VIII.	2		
1	<b>Worst Case:</b> Major Foreign Governments ban U.S. plasma sourced Factor VIII and become plasma product self-sufficient.	Significant impact on the very high profit AIF sales if occurring in West Germany and Japan.	3		
Please give the magnitude of the impact by 3, 2, 1 (high, medium, low)					

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<b>Scenario 3</b> <b>Schedule/Form</b>		<b>Probability of occurrence of major developments and trends</b> (from Schedule 2) Decline in International Sales through Foreign Government Intervention			<b>Topic of scenario:</b> AIDS		
<b>No.</b>	<b>1983</b>	<b>1984</b>	<b>1985</b>	<b>1986</b>	<b>1987</b>	<b>1988</b>	
1	<b>Most Likely:</b> 0 _____	25% _____	50% _____	50% _____	50% _____		
1	<b>Worst Case:</b> 0 _____	5% _____	5% _____	5% _____	5% _____		
Please show the probability against the relevant years (e. g. low till 1984, med. 1986, high 1988)							

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Scenario 1 Schedule/Form 1		2/ Statement of Scenario Event: COMPETITORS OBSOLETE CUTTER HEMOPHILIA CONCENTRATES		Topic of scenario: AIDS	
No.	Major Issues/Problems (short statement)	Impact on current business		Mag.	
1.	The U.S. market for hemophilia concentrates has declined drastically because of fear of AIDS transmission via these products.	Roate sales are 30% behind budget, causing lost profits and product mix imbalance.		2	
2.	All companies are seeking ways to minimize or eliminate perceived or actual AIDS risk in their products. Cutter is not at the forefront of these efforts.	Current Cutter sales are lower than they would be if a heat-treated concentrate were available. Business may be at further risk if technology gap widens.		3	
Please show the magnitude of the impact by 3, 2, 1 (high, medium, low)					

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Scenario <sup>12</sup> 2 Impact of major future developments and trends Schedule/Form <sup>17</sup> COMPETITORS OBSOLETE CUTTER HEMOPHILIA CONCENTRATES		Topic of scenario: AIDS ( )	
No.	Major Future Developments	Impact on future operations/business	Mag.
<b>Most Likely:</b>  1. Other companies in addition to Hyland will market heat-treated concentrates prior to Cutter.  2. Competitors and Cutter will demonstrate AIDS-free product within close time-frame.  3. Competition will market rDNA AIF prior to Cutter.		Major short-term impact that will decrease when Cutter enters market with comparable product.  Increase in total concentrate usage. No other major impact.  Major negative impact on Koate® sales until Cutter rDNA product available.	2  2  3
<b>Worst Case:</b>  1. Competitor introduces a patented or otherwise exclusively AIDS-free product.  2. FDA bans all plasma-sourced AIF upon availability of rDNA product from a competitor.		Marketplace will buy as much of this product as is available and will expect risky product to be available at low prices.  Possible loss of total AIF business.	3  3
Please give the magnitude of the impact by 3, 2, 1 (high, medium, low)			

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Scenario 3 Schedule/Form 11		Probability of occurrence of major developments and trends (from Schedule 2) COMPETITORS OBSOLETE CUTTER HEMOPHILIA CONCENTRATES		Topic of scenario: 37 AIDS		
No.	1983	1984	1985	1986	1987	1988
<b>Most Likely:</b>						
1.	90%	90%	15%	10%	10%	
2.	0%	5%	20%	60%	75%	
3.	0%	5%	15%	20%	75%	
<b>Worst Case:</b>						
1.	5%	5%	15%	25%	25%	
2.	0%	0%	5%	15%	25%	

Please show the probability against the relevant years (e. g. low till 1984, med. 1986, high 1988)

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<b>Scenario</b> 4	<b>Formulation of problem (How can we....)</b>	<b>Topic of Scenario:</b>
<b>Schedule/Form</b>	COMPETITORS OBSOLETE CUTTER HEMOPHILIA CONCENTRATES	AIDS

1. How can we leapfrog to develop a hepatitis/virus-free product ahead of competition?
2. How can we accelerate Cutter rDNA AIF project?
3. How can we minimize perceived AIDS risk of Koate®?

Please state the problems in as few words as possible in the form which ask for action-oriented answers.

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