

Confidential Role Information for Dr. Larson

You are Dr. Kim Larson of InnoGen of San Jose, California. Your firm is a world leader in the development of genetic engineering processes, biomedical technology and the creation of "new" products for the agricultural and health sciences. Your firm has a multi-million dollar annual budget for the development and testing of new products.

InnoGen has spent millions of dollars on the research and development of a new drug that will actually reduce blood cholesterol levels. This new substance was discovered accidentally in the process of working on an industry product to develop a good tasting, low fat medical nutritional supplement. If you are successful in developing this product, people could take the product and significantly reduce their blood cholesterol levels AND cholesterol buildup in their bodies simply by diet alone, and without any change in their current exercise program. This product could be taken as part of a dietary program, or added to nutritional supplements and sold over the counter. You suspect that the market for this product would be huge.

This new substance can only be found in the Vietnamese Prune, which grows on trees in certain parts of Vietnam. The trees are in a deserted and remote part of the country, making them highly inaccessible for easy harvesting. All efforts to transplant the trees to regions of the world where production would be easier and cheaper have failed—there seems to be some combination of the trees themselves and the quality of the agricultural and weather conditions that only allow the trees to thrive in this area. Moreover, efforts to expand the production in this area have been unsuccessful, since the climate and soil conditions appear to change just enough in neighboring regions to yield healthy trees but they bear no fruit!

Vietnamese prune trees bear fruit only once every two years (a ripe prune is about the size, color and texture of a plum). The process for obtaining the key compound from the prunes requires picking them, washing them and then extracting the pulp ("meat") from the prunes. This pulp "mash" is then bio-chemically treated and subject to several genetic engineering processes. It has been estimated that the mash extract of an entire harvest would be sufficient to produce enough compound to treat more than 20,000 high-cholesterol-risk people. Your scientists claim that they are at least 5 years away from solving the problem of how to create the conditions to grow fruit-bearing trees in other parts of the world, and at least 10 years away from being able to create a synthetic mash in the laboratory. Moreover, the trees must have a dormant year in between the years they produce fruit, and all efforts at "genetic engineering" with the trees to produce an annual crop of prunes have failed.

The biannual harvest has just been completed. The output from the entire harvest of Vietnamese Prunes is being controlled by the Ministry of Agriculture, which will sell the batch to the highest bidder. Knowing the importance of the mash and the potential lives that might be saved by reducing heart attack risk in high cholesterol patients, you are eager to make this purchase for your company. You have been authorized by InnoGen to spend up to \$8 million to obtain the prunes.

You have just learned that a potential competitor, Dr. Deepak Chopra, working for some United Nations agency, also has plans to make a bid on the prunes. You don't know any more about the competitor or

why he wants the prunes, but you know that you must get the prunes to continue working on this important problem (which promises fabulous profits for your company)! In an effort to save time and obtain the prunes as quickly as possible, you have decided to contact Dr. Chopra and influence him not to purchase the prunes by email. You have no idea what you will encounter, but you have heard that Chopra is quite ruthless and very clearly wants the prunes for his organization. As a world government organization, they probably have a lot of money to throw around if they want to!

Note: If you are assigned as Role 3, you are Maria Carson, the colleague of Dr. Larson. You will help Dr. Larson with this negotiation. You can discuss with Dr. Larson how to proceed with the negotiation.