McKinsey Documents – Project Scottsdale

Summary: McKinsey developed a strategy to help maximize Purdue Pharma's profitability in the face of bad publicity and litigation over OxyContin. The plan, called "Project Scottsdale," included major organizational restructuring, cost cutting, and new investments.

Select Documents of Relevance

Document Title: Marv today
OIDA ID: https://idl.ucsf.edu/opioids/docs/#id=psvp0255
Date: 2017-10
Description: McKinsey partner Laura Moran debriefs her meeting with Marv Kelly, head of sales and marketing at Purdue. She mentions the bad publicity from a New Yorker article and says Kelly is "very worried" and requesting legal counsel to join their meetings. She asks colleague Arnab Ghatak if McKinsey's reputation practice/crisis management people should get involved.

Document Title: RE: FW: Verdict & Settlements
OIDA ID: https://idl.ucsf.edu/opioids/docs/#id=pqny0255
Date: 2017-11
Description: These emails among McKinsey staff about settlements and cases involving OxyContin and Purdue Pharma suggest their interest in pending and unsettled cases.

Document Title: Re: Welcome to Project Scottsdale!
OIDA ID: https://idl.ucsf.edu/opioids/docs/#id=gxbv0256
Date: 2017-12
Description: This email to McKinsey consultants who will be working on Project Scottsdale, led by McKinsey consultant Amir Golan, emphasizes confidentiality and the need to be cautious beyond McKinsey's standard principles. Golan states that the team will have a "significant impact in shaping how the company will look like in the future."

Document Title: Re: Scottsdale – coverage for next week
OIDA ID: https://idl.ucsf.edu/opioids/docs/#id=ssbl0255
Date: 2017-12
Description: This internal McKinsey email thread outlines plans for meetings with senior leadership at Purdue. It also includes a weekly summary of McKinsey's Project Scottsdale

work and a table of potential cost reductions for Purdue. Amir Golan praises McKinsey's "incredible" relationship with Purdue and individual clients.

Document Title: Board of Directors Purdue Business Strategy
OIDA ID: https://idl.ucsf.edu/opioids/docs/#id=zzbl0256
Date: 2018-01
Description: This presentation to the Purdue board proposes transforming the company's entire business model to respond to "external threats" such as negative publicity and declining sales. The new "Purdue Group" would comprise three independent, autonomous entities.

Document Title: Re: Quick update from the call with Marv on Friday
OIDA ID: https://idl.ucsf.edu/opioids/docs/#id=mpll0255
Date: 2018-02
Description: In this email thread, Amir Golan shares updates from his recent call with Marv Kelly, highlighting the decision by Purdue's board to stop promoting opioids. Colleague Arnab Ghatak replies with the "need to stay close" and Abhi Hazarika offers help with enterprise transformation. Golan and Ghatak's next steps include advising Purdue President and CEO Craig Landau about the "uncertainty."

Document Title: Checking In
OIDA ID: https://idl.ucsf.edu/opioids/docs/#id=xhpm0255
Date: 2018-02
Description: The first of several emails by McKinsey partners to senior leadership at Purdue in response to the board's decision to stop promoting opioids. Arnab Ghatak reaches out to Craig Landau to suggest a private discussion.

OIDA Identification Numbers for Additional Relevant Documents		
• fkwp0256	• pgfl0255	• mhhl0256
• ssbl0255	• pqhm0255	• jnwk0256
• fjbm0255	• qqhm0255	• lznn0255