



The goal of this paper is to suggest types of benchmarks and their realization for analyzing performance of Cerebral company and determining the ways which leads to improving the business.

Cerebral is a relatively new telemedical company, whose goal is to provide affordable mental healthcare through online services and shipping. It was launched with the main goal to help treat anxiety, depression, and ADHD, and during the COVID-19 pandemic it became the largest and almost the only online distributor of controlled substances, such as Aderal. Now it is under investigation by the Federal Trade Commission.

Competitive benchmarking.

Cerebral emerged with the Blue Ocean strategy as the alternative to the US healthcare system with no concrete competitors and this allowed it to grow rapidly. The main competitor is Amazon Care which does not provide medicaments shipping and is used mostly by Amazon workers. Nevertheless, Amazon Company is indeed in many ways similar to the given company, however it might be irrelevant to compare with such a giant of the shipping industry since results are already easily predictable. In this situation UberEats are more comparable for current benchmarking.

Strategic benchmarking

Learning from the success of other companies will help us implement new strategies in product distributions and determine the needs of customers. For this analysis might be compared with the approach Amazon uses to attract new users. In particular, simplicity of the process, as Amazon ships boxes on the very next day, Cerebral uses a 30 minutes self diagnosis test sometimes combined with one online doctor appointment to get customers access to meds. However, this approach has its own drawbacks such as the death of a 17 year old boy who had access to pills without parents' consent. In this case strategic benchmarking should have been applied to compare with government's regulated healthcare, to build a stricter norm of providing meds.

Digital benchmarking

Applying data analysis and quantitative methods, managers are able to determine key customers features like demographics, gender, age, family status and such. As a result, find out buyers' needs. In fact, in the first stages of the company's development, when it only provided anxiety and depression treatment, the biggest share of clients were women at the ages of approximately 25 and 45. That was explained as one part of them experienced hard times moving forward after college while others experienced life crises and personal problems such as divorce.

However, after cerebral started to provide Adderall there was no such biased data. Moreover, the 30 minute tests they used allowed them to easily determine whenever a person does not have mental issues than if they do, since right answers for the quizzes are quite predictable. Thus there is definitely room for improvement and running digital benchmarks.

Practice and process benchmarking

This benchmark is about workflows and it's in the company and quality and quantity dilemma. The reason Cerebral grew readily not only in its breakthrough idea but that was not the only factor of such development. Several ex-members of the company reported they were pressured to prescribe controlled substances to willing patients to support their mental health but the company's revenue.

The same problem might be determined with ***Internal benchmarking***.

External benchmarking

This time given framework would have served not as a way to find where “green is greener” but as a warning. The reason for that is despite having the capacity many big pharma companies abstained from shipping controlled drugs. Notwithstanding the whole process in purely legal and Cerebral acquired DEA license, industry standards are arranged in such a way it entails many risks. For instance, in cases of stealing amazon boxes it might seem frivolous, but not with Tinkoff credit cards mail shipment, or in this case Adearll and other drugs.

Concluding, Cerebral companies have its realization and legal problems which might be avoided by using several business analysis frameworks to get better understanding of internal and external processes.