

Case Study Interview

The company called Zafferanno (the “Company”), a major pharmaceutical company with 100 million AZN revenue in a year. Its corporate headquarters located in Baku, Azerbaijan and production centers are in Agstafa, Azerbaijan.

The Company started as importer of drugs in Azerbaijan and during the years evolved to the company which also started to produce some drugs. The Company would like to enter to new, rapidly growing segment of drugs called “prozols” – with large and complex molecules that can treat conditions related to stomach problems, reflux-esophagitis and Barrett esophagus.

Company's R&D Department is not too large to investigate if there is possibility to produce new version of “prozols” and it would take too much time for this assignment.

Since the competitors started investigation in this market for this drug as well, the Company would like to make bet on this drug and invest the money, that can be done differently.

Questions:

1. *Could you please identify and describe why the Company started as importer of drugs also engaged in production of drugs?*
2. *Based on which metrics the Company decided to go for production of drugs and how it identified which of the drugs should be produced and what is the volume of production?*
3. *Since the Company would like to enter the market with new product, which options the Company has? Please prioritize them based on your understanding and best practices.*