Top pharmaceutical group – we defined and quantified cross-BU synergies to drive sales

Client context

- **Top pharmaceutical group** with over $50 Bn in sales across 4 **business units**
- Business units working largely independently, and **not leveraging potential sales synergies** (or cost synergies – addressed by another McKinsey project)
- First effort to drive collaborative sales generating **$1bn per year** – lack of coordination and visibility on how to further grow

Approach

- **Identified and structured all opportunities to drive cross-BU synergies:**
  - Distilled global database reporting lines across 54 countries into 137 distinct and scalable initiatives, that we structured into 6 categories and 25 subcategories
  - Identified new initiatives
- **Assessed feasibility of scaling up** initiatives with countries via a comprehensive data request and **quantified potential** based on impact observed in past

M&S Expertise

David Speiser

Christian Gerstner

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Impact

- **Generated transparency** and clarity on all potential drivers of sales synergies, as well as a structured **methodo-logy to prioritize** initiatives
- Work on scaling up current initiatives shows **potential of USD 2-3 bn collaborative sales** or ~5% of Group sales
- Approach for scale-up and **detailed next steps** and PICs aligned with the client

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Client name: X
Team set-up: X
Fees Structure: X

What was unique: X