

Marketing Organization – Global Pharmaceutical Company

Client context

Context and Objectives

- Client is a multinational pharmaceutical company with operations in more than 100 countries worldwide.
- This engagement aims to maximize the company's ability to capture potential in underdeveloped markets in China by designing new organization structure and introducing new commercial model

Challenges: While company has achieved continued success in China with strong market position, there are specific regionals that are under penetrated and lack of management attention in the past

- “HQ- centric” way of working and “sales force centric” expansion led to a significant capability gap in addressing increasingly important local access and market development opportunity
- Core value proposition became less compelling to customers/ hospital stakeholders in a changing policy environment

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

Approach

Key activities

- Diagnose and design new organization structure to capture under developed markets in less developed regions of China
- Determine elements to enable new organization and penetration into under developed market segments, including new commercial model for fastest growing lower tier hospital market and under developed provinces
- Assess financial implications, develop integrated expansion strategy and implementation plan

Changes recommended

- Enable cross- functional, cross business units collaboration at regional/ provincial level; build locally rooted marketing plans and emerging market-specific sales capabilities
- Mitigate market shaping and brand differentiation opportunities in a vibrant ecosystem with new technologies and partners

What was unique: X

Impact

- Immediate implementation of new org structure and increased response loop from local to HQ
- On-going and dedicated initiatives to ensure continuous evolution of new business model