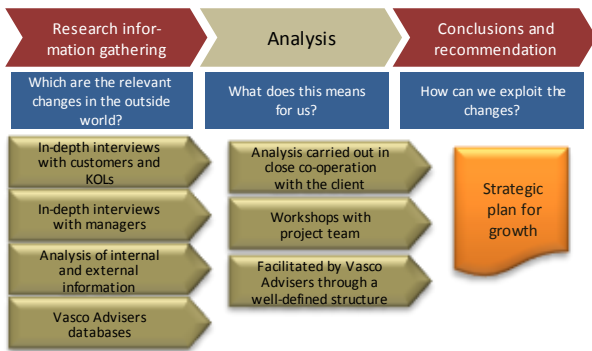


The market grows – but we do not

Project

A business area in a global medtech company experienced rapid market growth. The company has a strong brand based on innovative products positioned in the premium segment. Changing needs among large patient groups led to an increasing demand of the type of products that the company was offering. However, despite growing sales volumes the top management felt that the increase was not proportional to market growth.



A key objective is that the conclusions and recommendations are owned by the managers within the client organization upon completion. Strategy is about understanding the complex changes in the outside world better than the competition – and condense this to a response to the question: “How will this make us more profitable?”

Vasco Advisers was engaged to carry out a strategic process aiming at a strategic plan for growth.

- Market analysis: size, growth, segmentation etc
- Relevant clinical trends?
- Positioning analysis
 - Position and perception of key players
 - Perception of the company
- Segmentation strategy
- What external or internal obstacles for growth can be identified – and turned into vehicles for growth?

Our objective was to work closely together with a project team consisting of key managers in the company to formulate a strategic plan that was embraced by the organization. The plan should contain strategic actions based on the analysis, but also a limited number of concrete actions leading to growth.

Project process

The project was based on Vasco Advisers’ concept for strategic processes using three well-defined phases: research, analysis and strategic recommendations.

In the research phase we carried out in-depth interviews with managers - both on the corporate level and in the country organizations – key opinion leaders, policy makers and leading customers.

The analysis comprised six leading markets: the UK, Germany, France, Italy, Spain and the US.

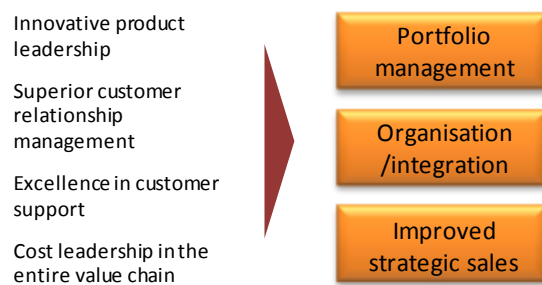
The research was structured in a quantitative and a qualitative part. The purpose of the quantitative part was to determine the position of the key players. The qualitative part aimed at understanding trends on the market, clinical needs, reimbursements, policy and regulatory changes etc.

Three workshops and a couple of project meetings were held. The analysis was carried out together with the team to ensure a joint ownership of the conclusions and strategic actions.

Results

The main conclusion from the project was that the company must become more customer oriented. This recommendation was substantiated by concrete actions in three main areas:

- Portfolio strategy – a positioning strategy and a long-term product roadmap was formulated
- Improved marketing and sales through an advanced sales function. The sales needed to be conceptualised to meet the new market needs. After Sales was strengthened and reorganized.
- Organisation and leadership was improved. The previous internal processes worked against a good communication in the core customer processes.



The project was successfully completed and resulted in a strategic plan with concrete actions for growth – with objectives and a time schedule that was accepted by the organization. Key managers supported ambitious, but realistic business objectives. A year later sales had grown by 18 per cent.

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