



CLIENT STORY | PREPARING THE STRATEGIC PLAN FOR ACHIEVING RADICAL GROWTH IN INJECTABLES BUSINESS

Region :

INDIA/GLOBAL

Consulting Services :

GROWTH STRATEGY

CLIENT SITUATION

- The client is a leading Indian pharma company focused on the generic Parenterals and Injectables segment
- The client is targeting to achieve a five fold revenue increase over the next 5 years
- It wanted to develop a strategic growth plan to achieve this objective

OUR APPROACH

- Avalon developed a 'Growth Opportunities Prioritization Framework' – an analytical model to help evaluate over 250 product–market opportunities across various parameters
- The parameters for evaluation comprised 2 broad categories – 'Market Attractiveness' and 'Ability to Execute'
- Market Attractiveness was evaluated on Revenue Potential, Competitive Intensity, Basis for Differentiation, Profit Margins etc.
- Ability to Execute was evaluated on Investments Required, Regulatory Complexity, Human Resources, Skills required etc.
- Information on each of these parameters was gathered through extensive interviews and research across various geographies – including Latin America, US and EU etc.
- Each parameter was weighted and scored to compare the various product – market opportunities and arrive at a prioritised set of opportunities
- A workshop was held with the client team to debate the results of the model and use it to jointly develop the long-term strategic plan for the company

OUR RECOMMENDATION/ IMPACT

- The engagement provided the client with clarity on the following :
- The realistic revenue potential from the current and new opportunities,
- Prioritised key product and geographic markets to help achieve the growth targets,
- Prepared the country-level business plans in terms of revenue and its implications on organization structure and systems