



Healthcare business focuses on markets to accelerate growth

We have helped our client to:

- Prioritise strategic market opportunities
- Develop a compelling strategic plan
- Deploy resources to the right opportunities

Client background

Our client is a leading healthcare company committed to advancing global health. Employing over 60,000 people worldwide, their diverse business spans medical devices, diagnostics and pharmaceuticals. The diagnostics division is a global leader, delivering complete solutions including instrumentation, tests, services and software. These innovative solutions help laboratories, blood banks and clinics worldwide to improve patient care and lower costs.

Client challenge

Our client acquired a software company in 2010 and formed a new informatics business. In 2013, in response to new strategic opportunities in the Healthcare Informatics market, the decision was taken to accelerate the growth of the business and leverage the parent company's portfolio. The informatics business required a market orientation that aligned with the rest of the division, to unlock its potential to deliver significant growth.

How Catalyze helped

The newly appointed Vice President of the business recognised the need for a focused strategic growth plan. He turned to Catalyze for support in prioritising opportunities and developing a plan which would deliver against the strategic objectives.

“Catalyze helped us get the fundamentals right in establishing and operationalising our growth strategy.”

Divisional Vice President

Catalyze convened the management team in September 2013 to launch the strategic portfolio planning process. The segmentation of new and existing markets was agreed and data on market size, growth and competitor performance was gathered. This collaborative effort concluded with a management team workshop. Markets were assessed against a number of measures to give an objective assessment of the attractiveness and the competitive strength for each market.

Data was captured and analysed in the Catalyze market analysis software tool, to give powerful visualisations and insights in real-time. Catalyze helped the team to understand the challenges and opportunities across its current and potential markets, and to agree which ones they should look to grow, maintain or divest, and the reasons why.

With the strategic direction established for the markets, Catalyze supported the team in creating a series of candidate strategic options. These included new and existing options for growth including a number of market penetration and new product introduction strategies. A high-level business plan was put together for each option. These plans were evaluated and prioritised using a series of strategic criteria specific to the business. Finally, an ambitious five-year plan was agreed that attempted to balance short and long term benefits with costs and risks. This plan was presented to the Divisional Board in December 2013 and approved for implementation.

Catalyze has continued to support the business. In 2014 a Portfolio Management Office was established and Catalyze has provided processes and software to help schedule, resource and implement the strategic plan. The management team meet bi-monthly to review progress, issues and new opportunities and adapt the plan accordingly. The Strategic Portfolio Management approach is helping the client to capitalise on market opportunities, and deliver their vision and strategic objectives.

Enabling Effective Decisions

The client’s leadership team has successfully implemented the Catalyze Strategic Portfolio Management approach to:

- Develop and agree a compelling and ambitious strategic plan that aligns with their strategic objectives
- Underpin the strategic plan with a fresh and objective review of its markets
- Support and leverage the wider corporate portfolio
- Redeploy resources to the most strategic markets and activities
- Establish a framework to monitor, discuss and prioritise opportunities and strategies
- Manage strategic resourcing decisions through the year

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Catalyze is a strategy consultancy, helping clients to prioritise and make robust sustainable decisions. We believe the best results are delivered through effective decision-making that engages people and aligns organisations. We have an established track record of enabling our clients to achieve results, whether it’s improved shareholder value, a better planet or both.

Catalyze was founded in 2001 in conjunction with the London School of Economics and Political Science, applying techniques built on robust and validated decision theory. We support global clients from offices in the UK, USA, Australia and New Zealand.