

Case 3B

Type: Growth



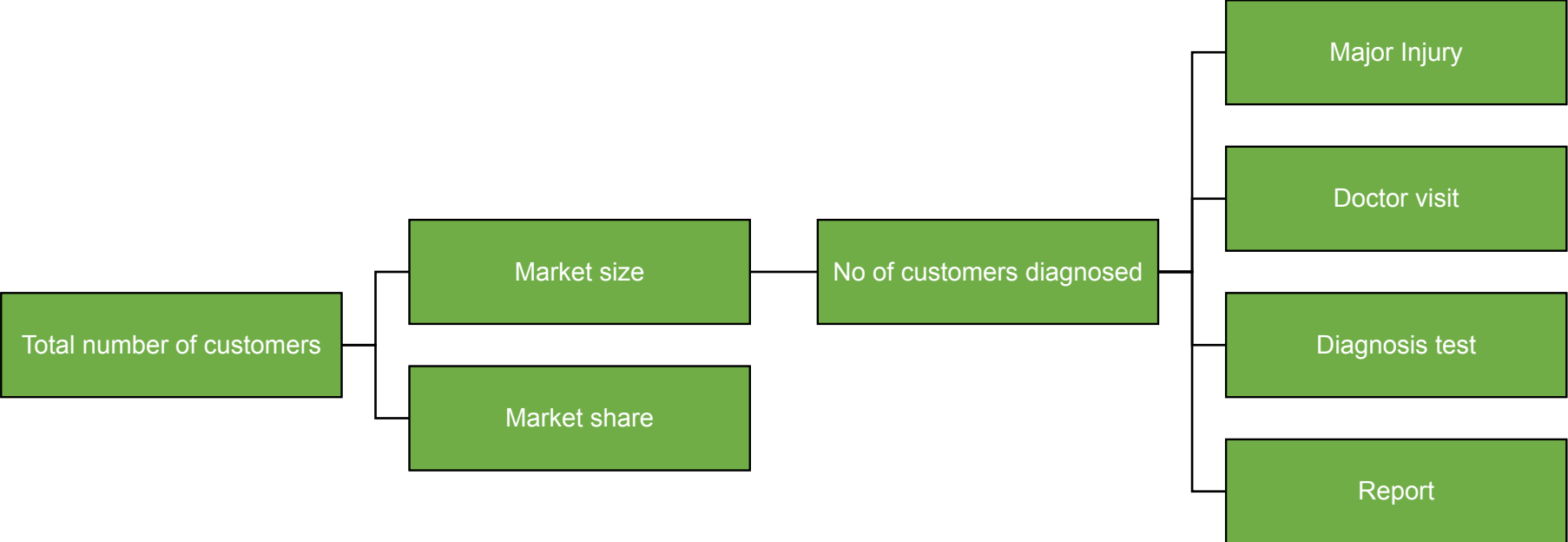
Problem Statement:

Your client is in the pharmaceutical industry & is facing stagnation in growth. You have to investigate the reason & suggest ways to improve.

SCRIPT KEY	
Interviewee/Candidate	
Interviewer	

Your client is in the pharmaceutical industry & is facing stagnation in growth. You have to investigate the reason & suggest ways to improve?	So I am looking at the patient's journey in getting diagnosed, to understand how we can increase the market size. My first question is, how does the patient get diagnosed?
Is it an industry wide problem?	There is a test for Rs. 2500
No, it is company specific.	Why does the customer go for the test?
What are the products & their prices?	He goes for the test if there is a major injury & the bleeding does not stop. It is on the recommendation of the doctor.
Only one medicine- Rs 10 per tablet	So do customers know about this disease before that ?
What kind of disease does it cure?	No.
A rare blood condition, in which if blood starts flowing a little, it does not stop. It is a fatal disease.	So as I understand, the major problem is a lack of awareness about the disease. Since the disease is diagnosed only when the customer is badly injured, most people would never know that they have the disease.
Any competitors?	Yes that is correct.
No – ours is the only medicine to treat this disease.	The problem can be solved by undertaking a major awareness campaign through partnerships with NGOs, hospitals, schools & corporates, to conduct free tests.
Okay, Please give me a minute to gather my thoughts.	Great. We can close the case here.
Sure	
Growth can be made by increasing the market size or by increasing our share of the market. What is our share in the market?	
Around 95%	
Since there is a growth stagnation, we have no competitors & we have almost full share of existing market, we need to increase the market size. I understand that the market size comprises of patients who have been diagnosed with this disease. Is that correct?	
Yes	

PHARMACEUTICAL INDUSTRY



CLARIFYING ANSWERS TO BE PROVIDED ONLY WHEN ASKED BY THE INTERVIEWEE

QUALITATIVE INFORMATION

Case Background:

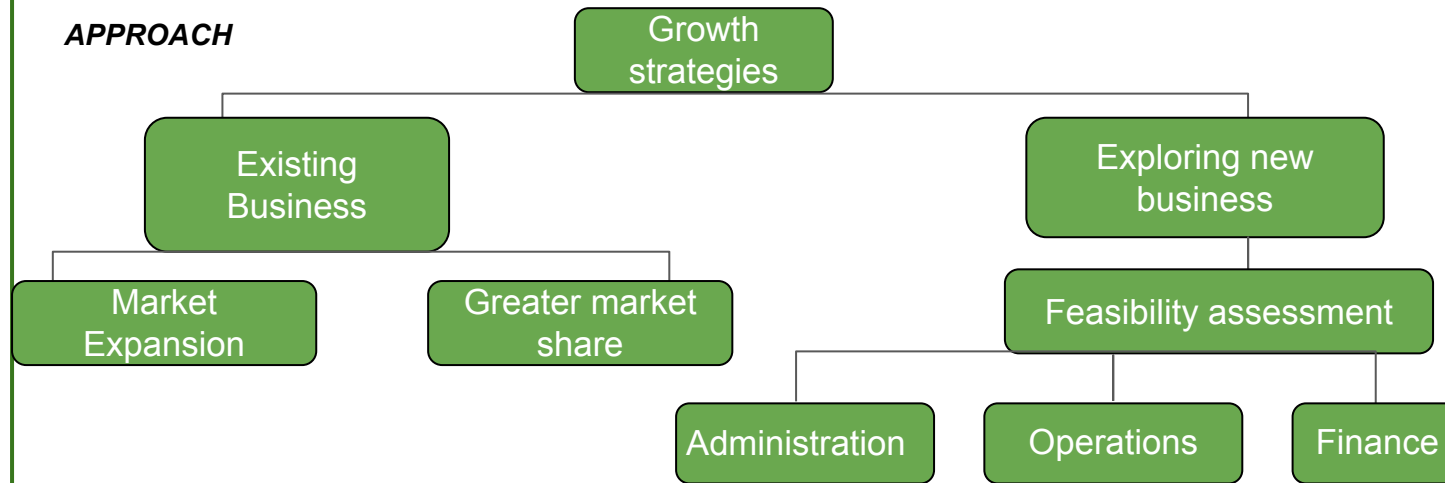
A high end restaurant is facing a decline in their profits due to a decrease in revenue and increase in costs.

Case Facts:

1. The company sells only one tablet at the rate of Rs 10 per tablet.
2. There are no competitors in the market for this medicine.
3. 95% market share.

<u>Interviewee</u>	<u>Interviewer</u>
What condition does the medicine cure?	The medicine treats a rare blood condition wherein the patient does not stop bleeding when hurt.
How does the person get diagnosed with the condition?	There is a test for Rs 2,500.
Why does the person get tested?	The patient gets the test done if there is some major injury and the bleeding does not stop.

APPROACH



RECOMMENDATIONS

Problem Identified	Recommendations
1. Need to increase the market size.	1. Since we do not have any competitors and have almost full share of the existing market, in order to grow, we need to increase the market size. The market size in this case comprises patients diagnosed with the rare condition.
2. Lack of awareness about the condition.	1. The condition gets diagnosed only after being badly hurt, when the bleeding does not stop. This makes us reach the consensus that there is a lack of awareness about the condition. 2. This problem can be solved by undertaking a major awareness campaign through partnership with NGOs, hospitals, schools and corporates to conduct free tests.

GLOSSARY

Market Size: Market size is the number of individuals in a certain market segment who are potential buyers.