



Case Study: Management of Strategic Initiatives – Portfolio Asset Integration

Client Situation

Client purchased product franchise in from another company, worth USD 200MM in annual sales and covering ~100 non-major markets in Middle East, Africa, Latin America and Asia-Pacific
Deal was strategic to increase top/bottom line and accelerate international expansion efforts, but involved complex interaction and transition from partner company

Key Issues

- Project required a number of steps in each country all subject to specific timing, including Marketing Authorization/license transfers and manufacturing site variations
- Divesting partner had virtually withdrawn support and promotion, threatening short-term sales potential
- Regions were geographically spread out, with different time-zones and working cultures
- Many countries were entirely new markets for the client, with some also going through change in business model concurrently with project (distributor to affiliate)
- Client wanted to de-register ~50 countries due to low business volume, but needed to secure sign-off and agreement from partner regarding timing and coordination with local health authorities

What CapSys Brought to the Project

- CapSys setup regional Program Management Office and provided **significant hands-on experience** in affiliate setup and integration management, as well as the key functional aspects involved (Commercial, Supply Chain, Regulatory) made it possible to establish leadership and drive situations to positive outcomes within a multi-disciplinary group
- The **flexible support model** allowed client to shift the focus of activities multiple times to more urgent fronts – over the course of the project, CapSys provided regional integration leadership, de-registration alignment leadership, assisted integration efforts for Asia-Pacific and compiled lessons learned for the organization
- By acting as a **“neutral third-party”** CapSys was able develop strong working relationships with the partner company and mediate politically difficult conflicts either pertaining to countries or program-wide issues