

Asymmetry Case Study

Revenue Diagnostic Assessment



Identifying root causes of revenue stagnation and decline for a multi-indication neurologic therapeutic agent at a mid-cap biopharma company.



The Situation

A new VP of Marketing had recently assumed responsibility for the neurology therapeutic area and was deeply concerned by declining revenues in the business over the past few years. She sought to uncover the root-cause of the decline and identify how to turn the business around.

The Ask

The client asked Asymmetry to conduct an outside-in, in-depth analysis of the business and develop a root-cause assessment of the revenue decline. She further asked that Asymmetry help the internal team identify potential options for reinvigorating the business based on our findings.

Our Approach

We applied Asymmetry's BSOE Framework (Business Results, Strategic Assessment, Operational Performance, Environmental Factors) to systematically assess the business from inside and out, from strategy to execution.

We acquired and analyzed multiple data sets (internal company data and external databases), interviewed stakeholders, and conducted external research in order to create an informed view on the business and its challenges and opportunities.

Finally, we enabled several rounds of executive discussion on the implications of our findings, followed by presentation to the broader product team.

Results

- While business challenges are often traced to a single key issue – for example, poor field execution or targeting of sub-optimal customers – we found a highly interconnected set of issues spanning strategy, operations/execution, and leadership...all set against a backdrop of challenging external factors;
- Asymmetry engaged a broad set of cross-functional leaders for honest and in-depth discussion about the connected issues, leading to alignment on the need to change;
- The VP of Marketing further engaged Asymmetry to take the cross-functional team through a systematic process to recraft the strategy and drive higher-impact execution;
- While too early to declare victory, results were exceeding goal by ~14% on key metrics within ~6 months of project completion.

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