

# Asymmetry Case Study

## Strategic Planning Capability



Developing a customized, scalable approach to rigorous product-focused strategic planning for a mid-sized biopharmaceutical company.



### The Situation

The client's business derived revenues from multiple products across several therapeutic areas. However, the commercial teams were primarily driven through opportunistic sales team activity, rather than through a deliberate strategy and associated operational plan.

### The Ask

The marketing lead for one of the larger therapeutic areas asked Asymmetry Group to design and execute a rigorous strategic planning process that would ultimately refine and guide execution and activities in the market. The client also requested that we fully engage the cross-functional therapeutic area team in the work.

### Our Approach

Asymmetry used its expertise in strategic planning to design a purpose-built approach for the client rooted in 3 primary activities:

1. Client Understanding: Asymmetry reviewed existing client materials, data and research. We also interviewed key team members and management to understand key issues and opportunities from the client perspective;
2. Strategic Process Design: Given our knowledge of the client, we adapted our choice-based approach to strategic planning for the client;
3. Immersive Experience: Asymmetry utilized the process and tools to execute new research and analyses to generate strategic insights. We then took a cross-functional team, including all functional leads, through an immersive 3-day workshop to make unique strategic choices on what they will and won't do.

### Results

- The client team fundamentally re-oriented their product strategy, leading to change in execution across market access, sales, marketing and other functions – importantly, it was the client team who made these decisions, not Asymmetry;
- The strategic planning process introduced a new lexicon that enabled the team to speak in common terms – and was used to communicate the strategy to senior management;
- The company president declared the new strategic planning approach a *“best practice and new standard”* for the organization;
- Asymmetry was subsequently asked to pull through the strategic planning approach to 6 different therapeutic areas, thereby embedding the new strategic planning capability.

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