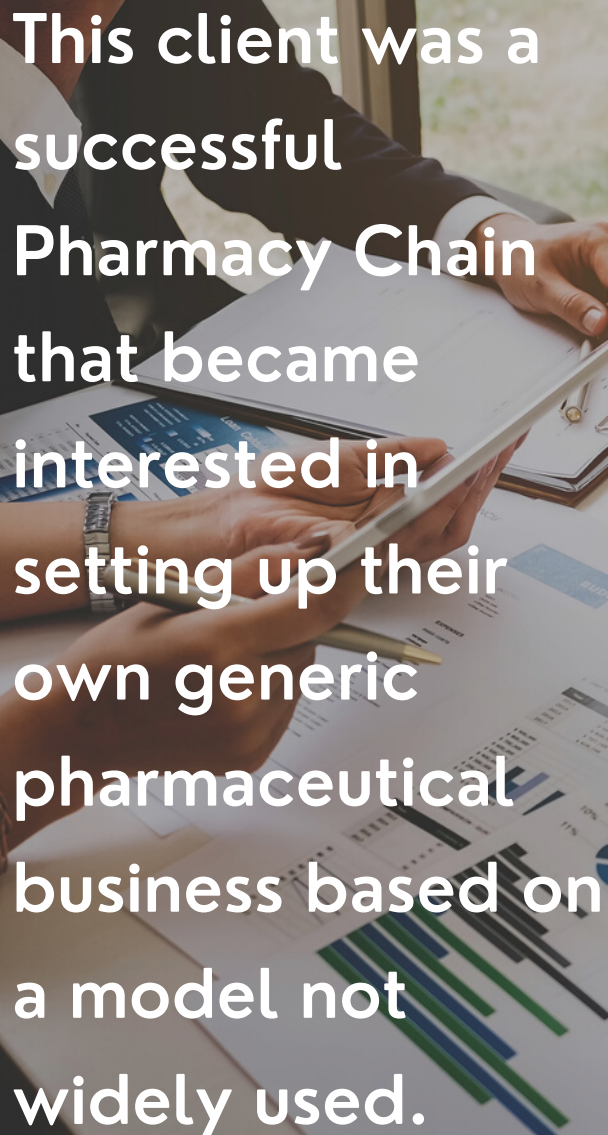


# CLIENT STORY

Building a  
Service Solution



This client was a successful Pharmacy Chain that became interested in setting up their own generic pharmaceutical business based on a model not widely used.

We learnt a hard lesson, not to work on good faith but instead to learn patience and wait for contracts to be signed. "

CEO

## Summary

Summary: Every business is different. In our experience, it is almost impossible to re-fashion an old business model into a new. As a service provider it can be challenging when client's change their plans halfway through a project. However, these experiences allow us to build resilience, manage change confidently, and perfect our consultancy strategies. We learnt the hard lesson, not to work on good faith but instead to learn patience and wait for contracts to be signed.

Build your own service solution today

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[www.icepharmagroup.com/services](http://www.icepharmagroup.com/services)



## IPG Provided the client with a five year return on investment projection for five products including how the return would look when launching all products into certain EU markets.

The company sought investment, and unbeknown to us they progressed to form a joint venture which they later sold without our knowledge.

The first step was to build on the ROI's in place and convert the entire project into a three-year budget plan. This IPG completed, in support of the client investor pack.

Ahead of the contract being completed in good faith, IPG had already sourced the first product. IPG had not made any formal commitments at this point and because there were delays whilst the partners finalised their first round of funding into their joint venture and the first MA purchase was put on hold. In retrospect, alarm bells should have already been ringing as we had already began the work before agreements had been signed off.

Eventually the first MA was successfully purchased and IPG concluded all the regulatory steps to set up the pharmacovigilance (PV) programmes, so that the project plan towards the launch could take place. IPG had prepared everything ready for supply, all that was needed was a purchase order on the tablet supplier.

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**Note: For ROI and responsibilities of the MAH please see the resource center on the website.**

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Months later, we were informed that the client's business plans had changed. The client now wanted to explore branded generics, and the product that was ready for launch did not match this new business strategy.

The client interrogated the work already undertaken for the first product launch, they came to a realisation that a cancelled launch didn't mean that costs which had already been spent would not be cancelled.

The client sold the MA without IPG knowledge and involvement. They sold the MA in exchange for two MA's that matched the new strategy. The new MA owner took over IPG's work.

Note: when entering a new business arena, the model of another market does not translate. We established that in the MA swap deal there were no contracts between the parties in the deal and no timelines to enforce. IPG's late involvement could not resolve the issue and for the client, value and time were lost.





# CLIENT STORY



IPG were not instructed to work with the two swapped MA's as the previous owners wanted to manage all aspects. IPG sourced the next product, and it was successfully changed into the name of the joint venture in less than two months. This product was the first to fit the new strategy, its margin was extremely attractive. IPG took on further work that would get product out to market and managed all the operations relating to it.

After the second product had been purchased the next eight in the budget were placed on hold a few months later, IPG were instructed to cease all work. A year passed and it transpired that the client's business had been sold to another party.