

GLOBAL MARKET ACCESS AND PMI SOLUTIONS FROM A TO Z

In the age of rising commodity & energy prices and increasing labor costs **sustainable market access solutions** depend on **capturing value** in organizational design, engaging talented **human resources**, and leveraging **cultural competency**.

WHO WE ARE

Based in Paris, France, ENJOY STRATEGY (formerly the Center for Healthcare Management) is a global research and consulting company offering domain expertise in healthcare markets and a comprehensive network of experts around the world (key decision-makers). Founded in 2010 by Prof. Dr. Katharina Janus (<https://katharinajanus.com>), ENJOY STRATEGY is a global organization of about 100 leading international scholars and practitioners beyond the core team of ten analysts and strategists. Its focus is on healthcare strategy and implementation as well as convening decision-makers in carefully curated focused forums and offering tailor-made executive training.

Combining market and product analytics with sophisticated strategic and implementation advice we offer a line of business services for public and private stakeholders, such as manufacturers, investors, service providers and payers who wish to invest in ventures and/or enter new or expand business in existing global markets. As such ENJOY STRATEGY accompanies the entire range of market access and development from due diligence, market research, engaging key opinion leaders, post-merger integration, repositioning, and value shaping, to rethinking distribution and sales/business models.

Across the entire range of our services, our international team of experts offers a comprehensive solution that is tailored to your needs. Our approach is people-based and relies on personal interactions with key opinion leaders to get to the real drivers of business opportunities. We maintain a flexible network structure and evaluation competency in major countries around the world which allows for any level of market analysis – from the bird's eye level to specific interaction and lead creation with local contacts.

WHAT WE OFFER

We leverage our global network and expertise to support our clients with three major lines of business:

1) Inside market knowledge

- Market landscape
 - o Understanding the landscape of various players (fact & figures; power/incentive structures),
 - o Reviewing trends towards consolidation and the impact of political reforms on opportunities,
 - o Assessing the level of market intimacy.
- Value proposition and competitive landscape
 - o Questioning the value proposition as perceived by clients,
 - o Review of satisfaction with current product use and service,
 - o Defining the role of respective players in the market.
- Buying behavior
 - o Reviewing buying behavior of key purchasers and coalitions,
 - o Reviewing the bidding process and level of interaction,
 - o Assessing openness for innovation and procurement trends.

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- Product attributes
 - o Price versus “packaging”: understanding the shopping list of clients,
 - o Analyzing aesthetics versus technical/medical considerations,
 - o Political and regulatory development.
- Decision-maker influence
 - o Analyzing decision-making structures and players’ culture,
 - o Shedding light on their respective information needs,
 - o Assessing internal organizational politics.
- Implications for sales approach
 - o Contemplating transaction focused versus influencer role,
 - o Developing a strategy to communicate a particular message,
 - o Adapting value proposition to country specific knowledge.

2) Due diligence

- Organizational design and structuring of entities. Reviewing/aligning/defining roles of team members and executive positions. Deploying competencies for the future integrated organization.
- Assessing status quo of processes and people dynamics, and collaborative spirit.
- Review and assessment of the positioning and complementary solution portfolio:
 - o Review facts & figures as well as power/incentive structures. Develop strategy for revised incentive (monetary and non-monetary) system.
 - o Consider different perspectives & communicate with all parts and levels of the organizations,
 - o Assess needs & expectations as well as team members’ understanding of the business,
 - o Define joint understanding of cultures (national, organizational, professional) and approaches to sharing of knowledge and processes.
 - o Red-flag silo mentalities and their impact on organizational performance. Assess people-to-organization relationship/perception. Propose how a joint culture could be implemented.
 - o Match human resources with organizational needs; prepare retention/dismissal of team members.

3) Post-merger-integration (three phases)

a) Internal/external assessment and value definition

- Review trends towards consolidation and their impact on business opportunities.
- Assess the level of market intimacy. Consider regulatory requirements as needed (no legal advice).
- Review competitive landscape and design SWOT for future business model.
- Assess perception of value proposition of existing clients to be included in shaping of joint vision.
- Align USP and define joint value proposition: “core DNA” and value shaping, as it relates to the:
 - o perception & satisfaction of clients with current services,
 - o positioning in the existing and future ecosystem,
 - o openness for innovation etc.

b) Core integration process of human resources and cultures

- Operationalizing the joint mission: governance structure and organizational performance system:
 - o train and retrain staff in webinars & remote workshops, and
 - o tailor-made trainings for staff via focused forums.
- Shape social networks among people in organizations to create social capital, such as ideas, information, problem solutions, and trust.
- Consider exit and future recruitment of healthcare professionals.
- Deploy a lean, culture, and communication focused organizational structure.

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c) Marketing and stakeholder engagement

- Engaging with providers externally: encourage and support champions (word-of-mouth), using our in-depth inquiry method that employs drivers of professional culture and decision-making:
 - o Analyzing decision-making structures and stakeholders' culture,
 - o Compiling their information needs to turn them into champions,
 - o Assessing organizational politics.
- Design sales 4.0 approach:
 - o Considering B2B versus B2C solutions,
 - o Support web/channel content (commercialization) for B2C solution to patients,
 - o Balance technology versus human interaction with the client,
 - o Branding and perceived presence of joint offering (culturally adapted).

Our **three-phased PMI approach** addresses the different levels of integration:

1. **functional** operations and value shaping,
2. **internal** people-system relationships, and
3. **external** promotion and engagement with stakeholders.

All phases rely on **background investigation**, **deep-dive inquiry** and **involvement with stakeholders** and **workshops**. To facilitate a fast and efficient integration, these activities are accompanied by a considerate **process of communication** (internal/external) tailored to the different levels of executives and organizations.

It is key to create a joint level of understanding and participatory culture to foster buy-in and integration of complementary competencies. We not only shape content and strategy, but also moderate workshops, thus, facilitating communication between the parties involved. Besides the described process of diligence, integration, and market access/development we put a particular emphasis on our core DNA, fostering and leveraging "**cultural competency**" to facilitate the integration and understanding as described.

We are looking forward to talking with you about how we can put an arrangement together that meets your needs & exceeds your expectations.



Your personal contact:

Prof. Dr. Katharina Janus

President & CEO, ENJOY STRATEGY, Paris

Founder, Center for Healthcare Management, Paris

+33 6 48 21 66 99

janus@enjoystrategy.com

<https://katharinajanus.com/>

<https://www.linkedin.com/in/prof-dr-katharina-janus-b391321/>

(for bio and additional information)