

Developing a Customer Centric Organisation

Client

AAH Pharmaceuticals are one of the largest distributors of Pharmaceuticals in the UK. They are part of the Celsio group one of the largest distributors of Pharmaceuticals in Europe. They operate a retail arm that trades under the Lloyds fascia. AAH Pharmaceuticals have direct relationships with:- Independent Pharmacists, Dispensing Doctors, Regional Multiples and National Multiples.

The Brief

Develop a more customer focused AAH Pharmaceuticals organisation. In essence take them on a customer centred journey. Taking the organisation from being operationally focused (30,000 lines twice a day) to one that bases its thinking, organisation, strategy and proposition on customer's current and future needs.

What we did

Established an end 'vision' of AAH Pharmaceuticals as being truly customer centred and with key customer segments 'customer intimate'.

The initial focus of the Customer Management journey focused on:-

- Raising awareness
- Developing understanding
- Providing a development start point, stake in the ground
- Getting to grips with the quick wins, evaluating big prizes on a channel basis.

How:-

We benchmarked each channel against customer management 'good practice'. Developed channel specific and an overall customer management development road map. This provided an understanding of the start point for the journey, why they were embarking upon it and identified where they needed to go on the journey.

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Latterly the focus has been on the development and deployment of the channel specific and overall customer management road maps. These covered :-

- Commercial leadership
- Proposition awareness (just why do customers do business with us) and development of the proposition.
- Customer Management capabilities and competencies
- Channel specific initiatives
- Commercialising the proposition
- Defining just what our customers need
- An approach to segmentation.

Current and ongoing focus:- The aim is to move the commercial teams toward becoming:- Customer value aware and customer enabled. -

The end game being:- the concentration upon deployment and ensuring noticeable customer management improvement happens at the point of purchase/sale.

The result

Over the last three years average volume has increased by 6% and up until this year value at 6-7%. Profit is double digit (We are unable to detail actuals due to client confidentiality).

What next

With the customer management platform in place, AAH want to look at enhancing their customer experience. That will be part of another case study.

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