

Re:thinking healthcare

Healthcare consultancy GalbraithWight is launching a business school and rebranding. *Katrina Megget* talks to the founder, Colin Wight, about how the new mindset reflects the changing environment in which the pharma industry has to work. Photos: *Magnus Rew*

The pharmaceutical industry is going through a major upheaval – and that’s putting it mildly: cost pressures, new stakeholders, and increasing scrutiny of commercial practices are just some of the issues it confronts. But is pharma cut out for the battle? According to Colin Wight, founder of healthcare consultancy GalbraithWight, “there is no road map; no set of instructions. But that’s where we can help.”

Enter the rebranded GalbraithWight, which has taken “re:thinking” as its ethos. Wight explains this reflects perfectly the turmoil in the current environment, where industry is being forced to rethink the value it delivers, rethink its R&D to create this value and rethink its business model to deliver value. And the consultancy, which celebrates its 13th birthday in January, is at the coalface to help the industry through this. “We are going

through more change than ever before in my lifetime,” Wight says. “But we haven’t begun to see the real impact yet, particularly around what customer value really means and how companies are going to deliver it. Payers want health outcomes, not ‘pills,’” he explains. “If industry is to deliver that, it has to have a hard think about how it’s going to do it.”

But, he adds, there isn’t really anything out there to help pharma equip itself for the future. And this has been the driving force behind GalbraithWight’s rebranding, which fits with the consultancy’s philosophy that it can help with this change. “It’s about the right knowledge, the right standards, the right processes and tools, and the right people, to make sure companies are in a good state for the future.”

Back to school

And what help indeed. This month sees the launch of the GalbraithWight Business School, based on the premise that sales and marketing management is the only job function that does not require a qualification in the healthcare industry. Considering today’s environment, the company concluded, that’s “not terribly wise”. Sure people can study for an MBA, Wight says, but our customers tell us it’s too general and not really applicable to the job they are doing in the healthcare industry. The new business school and qualifications will recognise this, take lessons from other industries and apply it to a healthcare setting. This is about “equipping” people for the “gigantic change” upon us, says



Kevin takes part in discussions



Mark leads the workshop on GalbraithWight’s new business planning process service, Decisions



Glenda travelled from Australia to lead the workshop on Six Sigma

Wight. But it's not only about individuals having the skills and knowledge and being qualified for the role, he adds, it's also about companies being more strategic and proactive in the way they develop talent in their firms, with the intention of being well prepared for what the future brings. "This is where we provide true partnership to HR leaders as part of the talent management process."

Initially there will be two qualifications – a post-graduate diploma and a higher diploma in healthcare business management – directed at sales and marketing managers and directors across pharma, over-the-counter and medical device industries. Meanwhile, GalbraithWight plans to launch a healthcare-focused MBA programme in 2012.

To ensure the quality of the qualifications, a very high calibre steering group from three main sectors – senior people in the industry, business academics and people from within the health services – will review the content. These members will decide on the appropriate scope and standards they feel the industry should have. The decision then needs to meet government standards and criteria to make it acceptable and accreditable. This is the first time, Wight says, that the business planning process in healthcare companies has been linked to the competencies in a job and then translated into a curriculum and examination. He adds that the feedback he has received to date has been "extremely positive".

One area that is increasingly in demand is training in market access. GalbraithWight has been involved with training senior managers across many functions of global pharma companies in



Ruth reviews the company's new website



The ever-growing GalbraithWight expert consultant and trainer team at the December meeting

market access processes and case studies. Market access will be at the heart of the business school programme and Wight says that, while companies are taking this concept seriously, market access needs to be incorporated as a capability throughout the company and not as a side order to the rest of the business. "We need to think of value much more clearly in what we do and market access is fundamental to the business. Based on customer feedback, we believe we have the best grasp of the scope and extent of what market access is about."

What's good for the goose

Meanwhile, the company is applying the same philosophy internally. Twice a year, it brings its global consulting and training team together to ensure members' knowledge and skills are leading edge. The December meeting was the largest to date with five new members and a workshop on the business school. Indeed, these people are involved in training in countries as far away as Japan, the USA and Australia.

Last year alone, GalbraithWight trained more than 1,000 people from 70 countries, with 80% of its work being outside the UK. And with 60% revenue growth in 2008 the company is well positioned for the regional and global demand for its programmes, as highlighted by its move in January to brand new headquarters in Chaucer Business Park in Sussex.

Change might be unsettling for some, but GalbraithWight's knowledge, experience and success to date ensure the company will be leading the change in the way industry tackles its greatest challenge yet.

For more information, go to www.galbraithwight.com



Emma leads the workshop on the new GalbraithWight Business School



Dave and Graham reflect on the company's new brand