

# CASE STUDIES

## CHALLENGES AND SOLUTIONS

### **Advisory:**

Business advice

### **Sectors:**

Health  
[Diversification  
across healthcare]

### **Challenge:**

Moving into  
adjacent health  
services

### **Outcome:**

A strategic plan  
with options for the  
business

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Our client is a recognised leader in UK care, providing the NHS and private healthcare groups with specialist reports and guidance on potential options for clinical interventions for patients.

They had grown to a position where as a market leader they felt their position was reaching stagnation, and with new technology emerging they needed to consider diversifying into other areas. However, they did not want to dilute their core offering or move into 'high risk' sectors.

We worked with their management to quickly identify their key skills, capabilities and position within the areas in which they operated and what benefits they delivered to the NHS, private healthcare providers and patients.

Our work showed that the business had many inherent skills that were not being capitalised on and could be used to move into what had originally been perceived as 'high risk' areas, but with some minor adjustment could substantially reduce the risk of change.

From this we carried out market and competitor research on the key areas where the business could expand, which enabled us to agree a joint prioritisation of market sectors to explore in depth.

We then agreed a set of internal programmes for the business, supported by a set of business cases focused on how the organisation needed to change operationally and the impact this would have on other programmes.

This allowed the management to agree internal budgets and report on the new plans to their shareholders.