



Demystifying Targets and Fuelling Incentives to Grow Market Share

Blackdot helps a major pharmaceutical player develop a new target-setting model to align sales around market share growth.



CHALLENGE

A global pharmaceutical company was looking for a target-setting solution to promote their corporate agenda of capturing market share while addressing problems around fairness and transparency. Additionally, the program was to be run in consultation with all regional managers, with the final outcome determined by popular vote.



SOLUTION

The shift to a performance-based culture required a bespoke solution, combining Blackdot's house views with the organisation's guidelines and driving principles. Our consultants:

- Interviewed key stakeholders to determine the business-wide appetite for change and opportunities for improvement
- Analysed the existing target-setting model and historical performance, identifying issues related to volatility, target setting inaccuracy and demotivation of high performers
- Analysed historical data, trends and outcomes to develop a new market share-based target-setting methodology that isolated market share growth as the foundational parameter
- Conducted a workshop to establish a final go-forward position and develop an implementation roadmap.



RESULTS

- The company voted to adopt the newly developed model with full consensus
- The new model produced the following organisational improvements:
 1. Sales behaviours realigned with a market share focus
 2. Strong improvements to target-setting fairness and transparency.