

NEW GAME-PLAN CASE STUDY

DEVELOPING A ROADMAP FOR THE UK PHARMACY SECTOR

This case study summarises how we supported the Company Chemists' Association (CCA) in developing an industry-led collaborative Roadmap for 'Future Pharmacy' in the UK.

BACKGROUND

We designed, facilitated, analysed and reported a 'Roadmapping Workshop' for CCA, in partnership with The Consultant Connection (TCC). Our business partners in TCC have wide experience in working with Trade Associations. They were engaged to support this project and joined forces with New Game-Plan to ensure access to our specialist Roadmapping capabilities, and to create a single project team for delivery.

The Workshop was timely in bringing to a head some exciting developments stimulated by the publication of the Government White Paper 'Pharmacy in England' in April 2008. Pharmacy is set to play a greatly-extended role in healthcare provision, responding to the escalating demands of national healthcare and the associated costs. This offers pharmacies important opportunities to differentiate themselves and gain business advantage. The likely changes have already been widely discussed by the sector, and diverse initiatives have been introduced. However, these have tended to be limited in scope rather than part of a coherent programme.

The Roadmap was developed with the entire pharmacy sector in mind. The 28 Workshop participants, from CCA member companies, brought a diverse range of perspectives, experience and capabilities. Most were experienced pharmacists; some were Board members in their companies; and others brought strong retail and consumer perspectives from their experience in the pharmacy businesses of major supermarkets.

THE PROCESS AND SPECIAL CHALLENGES

This 'Brain-Pool' Workshop involved a mix of stimulus presentations, group discussions and individual working. Special technology was used to capture and share participants' individual contributions through the use of mini-laptops linked by a wireless network (for details see www.new-game-plan.co.uk/Services/Brain-Pool.htm). This approach facilitated the discussion, development and assessment of the ideas considered in the Workshop.

It was very helpful that the participants were familiar with the subject-matter and accustomed to working together in CCA meetings. Nevertheless, several special challenges shaped our Workshop design and delivery:

- How to stimulate fresh, radical thinking on the pharmacy business model.
- How to go beyond vision and brainstorming to co-create an overall Roadmap that would be a tool suitable for systematic communication and implementation.
- How to describe future services in sufficient detail to support negotiations over future remuneration and initiate practical implementation.

In line with our usual practice, we worked with the CCA team prior to the Workshop to develop, review and distil 'starter materials' to address the challenges. Involving several participants in developing these materials helped build enthusiasm for the Roadmap and to kick-start the deliberations on the day itself. The materials included draft external drivers, desired outcomes, 'provocations' describing 'what Future Pharmacy should look like', populated templates describing potential novel pharmacy services, ideas for remodelled existing services, draft 'promoters' to overcome 'blockers' to progress, and draft capabilities for the sector.

WORKSHOP OUTCOMES

Over the day, participants worked intensively on each of the Roadmap building blocks. From over 1,300 individual verbatim contributions, we distilled the following outputs:

- Four 'desired outcomes' relating to 14 clearly-articulated drivers.
- 15 'novel pharmacy services' specified in detail during the Workshop.
- 15 further potential novel services identified for future development.

- 10 capabilities needed to achieve the vision of 'Future Pharmacy'.
- 10 'promoters' to overcome blockers to progress in the sector.
- Seven detailed recommendations to take forward the Roadmap.

The Workshop Synthesis Report provided a basis for immediate action by presenting an analysis and distillation of the Workshop outputs and recommendations. In addition, the Workshop Verbatim Report recorded all the raw contributions made by participants, including those obtained prior to the Workshop on the starter materials.

The CCA is now working to finalise the Roadmap, and to implement the recommendations, in discussion with other key industry stakeholders.

FEEDBACK FROM PARTICIPANTS

Comments from individual participants showed that they liked 'starting off with the bigger picture and narrowing down the focus'. The 'pre-work was very helpful in setting the scene'. One comment was 'fast pace, loads of ideas came out, clear workbook and instructions and relevant pre-work'. The technology was seen as a 'great way of capturing everyone's input'. It 'made all contributions anonymous', 'allowed members to capture many thoughts in a relatively quick way' and meant that 'everyone was able to contribute'.

FURTHER INFORMATION

TCC, our lead business partner for this collaborative project, provide expert support to membership organisations, businesses and public bodies. TCC offer Associations particular expertise in Representation, Governance, Industry Self-Regulation and Association Strategy. TCC have successfully delivered over 1,000 client engagements, across diverse business disciplines. For further information, contact Ian Castle: Telephone: 01243 532568. E-mail: info@consultant-connection.com. Web: www.consultant-connection.com.

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