

# Revitalizing a Public Sector Business

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Brimstone worked side-by-side with a large pharmacy benefits supplier to regain sustainable growth in its public sector business, which serves federal, state, and local agencies of all types.

# Results

## Through the work with Brimstone, the organization:

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After several years of sales and revenue decline in its government-focused business, a publicly-held pharmacy benefits company set a goal of re-vitalizing its approach to this segment. This effort required the organization to pivot its public sector offering to a broader set of health services solutions and to transform the way its people engaged with and serviced its customers.

The organization recognized the need to respond to several emerging market realities that were changing the landscape of the public sector segment. These included the fact that the core offering was becoming a commodity, government clients were changing their approach to healthcare, legislative headwinds were leading to margin erosion, pressure for increased transparency to fees was resulting in a need for pricing alternatives, and a number of clients were considering elimination of services for entire segments of their consumers. The organization was determined to both respond to and leverage these changing realities to create new competitive advantages for the business.

Working with the leader of the organization, Brimstone facilitated a Senior Team Alignment Process (STAP). Through the STAP the leadership team developed a transformation strategy to regain lost market share and drive sustainable growth for the future. The leadership team created a Case for Change and Strategic Business Framework (SBF) designed to instill urgency and focus for the transformation. The SBF included imperatives focused on new strategies for acquiring and retaining clients, developing new solutions customized to the public sector segment, refreshing the brand and pricing strategy for the business, ensuring optimal service delivery, and attracting, developing, and deploying high-quality talent.

Brimstone helped the leadership team design and deliver an ongoing approach to sustaining urgency and alignment throughout the organization. Delivered through a series of short, virtual modules, this sustainment strategy ensured that all members of the organization had the opportunity to actively engage in the transformation and align their day-to-day work to the new direction.

- Developed a new sense of urgency for transforming their business.
- Learned how to take an enterprise-wide perspective and share accountability for success of the overall business.
- Outlined a clear picture of stakeholders, including a focus on the agencies and patients who they serve.
- Prioritized goals with input from entire leadership team and focused on a few critical strategic imperatives that will accelerate the transformation.
- Began communicating and aligning the rest of the organization around the transformation agenda.