

A SUSTAINABILITY STRATEGY FOR CONSILIENT HEALTH

ABSTRACT

WHEN CHARGED WITH THE TASK OF DEFINING THE COMPANY'S 2020-2023 COMPETITIVE STRATEGY FOR AN UPCOMING BOARD MEETING, AHMED AL-DERZI WAS KEEN TO INTRODUCE AN AMBITIOUS PLAN CENTRED AROUND SUSTAINABILITY

Consilient Health is a “Front-end” pharmaceutical company, meaning they do not have a research and development arm, or manufacturing facilities. Instead, the company focuses exclusively on the commercialisation of medicines. Founded in 2005 by Co-Founder and CEO Ahmed Al-Derzi, the company experienced tremendous success and growth since its inception.

By the end of 2020, the company had operations in the UK, Ireland and Nordics / a joint venture in Benelux / partnerships in Spain and GCC, with revenues of €65 million; 90+ full-time employees. Despite the company's success, Ahmed believed that in order for Consilient Health to remain competitive, they needed to do more in the area of sustainability.

When charged with the task of defining the company's 2020-2023 competitive strategy for an upcoming Board meeting, Ahmed was keen to introduce an ambitious plan centred around sustainability. At the same time, he knew getting buy-in from key stakeholders wasn't going to be easy. Like with any Small and Medium-Sized Enterprise, there existed many differing ideas and points of views for the best way forward.

This case is for educational purposes and is not intended to illustrate either effective or ineffective management of an organisational situation. The situations and circumstances described may have been dramatised or modified for instructional purposes and may not accurately reflect actual events.

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Biography

Paolo teaches Strategy, Consulting and Sustainability at UCL School of Management where he is also a member of the School's senior management team.

Before UCL, Paolo spent six years at Imperial College London where he is still a Visiting Professor. Paolo's research on corporate sustainability is internationally recognised and his books internally appreciated. Outside of the academy, Paolo has significant consultancy experience in the fields of strategy, education, and sustainability. Today, he advises influential organisations in the UK, Italy, US, Canada and India.

His projects, quotes and opinions have been featured over 200 times in media outlets like The Financial Times, Forbes, Sole 24 Ore, Sky News, Mediaset and CNN.

In 2018, Paolo was chosen by influential website Poets & Quants as one of the world's top 40 business school professors under the age of 40. In 2021, Paolo was indicated by Italian's leading business daily Sole 24 Ore as the most influential Italian under the age of 40.

Contact

UCL School of Management
Level 50, One Canada Square,
London E14 5AA

E: p.taticchi@ucl.ac.uk