



## Consulting Project China Management Design for Swisslog Healthcare (Shanghai) Co., Ltd

**Project Team (f. l. t. r.) behind** Philipp Sturzenegger, FHS St.Gallen; Yaqun Liu (Deborah), Shanghai University; Marco Casagrande, FHS St.Gallen, Project Leader; **in front** Bingqing Luo (Stella), Shanghai University, Project Leader; Chuanzhi Hu (Leo), Shanghai University; Bettina Baur, FHS St.Gallen

## Business Opportunities for Pharmaceutical Logistics in Chinese Hospitals

Most of the installed solutions in Chinese hospitals are stand-alone and not yet integrated products. Swisslog's strengths on a global scale lie in its ability to offer integrated products and services. The project aimed to identify business opportunities for integrated pharmaceutical logistics solutions and to further develop their scope in China.

### Proceeding

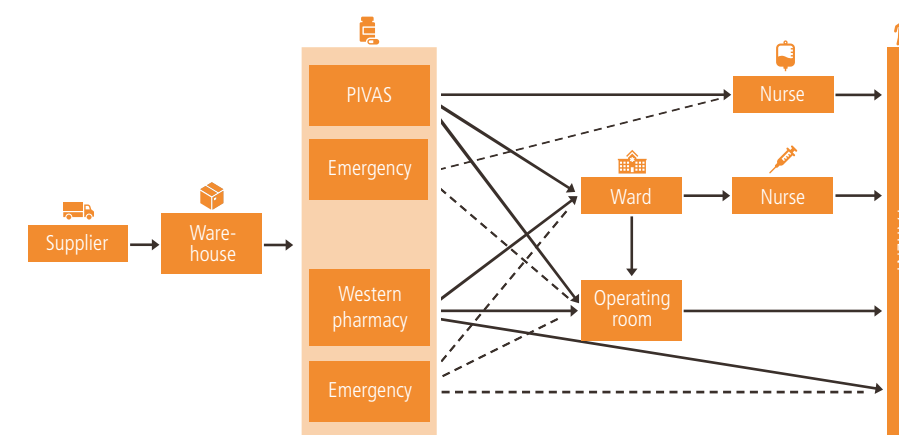
In a first phase, the project team gathered information on the relevant topics through desk research in combination with observations and interviews with various experts in the healthcare environment. During the fieldwork in Shanghai, further interviews and investigations were conducted in two hospitals. Based on these findings, risks and requirements concerning the defined target process and Mobile Robotics were identified. The evaluation of the determined risks led to the description of business opportunities which were depicted in an adapted «Strategy Map».

### Results

The project team analysed the current process of pharmaceutical transportation in Chinese hospitals. Thereby, risks in the current situation, with regard to data flow and manual interfaces,

were assessed. Based on these findings, a target process was defined that ensures patient safety and increases efficiency. A possible transportation method, the use of Mobile Robotics, was evaluated in detail. Thus, the risks for the transport of different types of pharmaceuticals were weighted and requirements for the specific pharmaceuticals identified. The analysis of all determined risks and requirements set the foundation upon which to create a benefit analysis model. This model was used to develop business opportunities for hospital software, pharmaceutical logistics hardware (e.g. Mobile Robotics) and services. In order to define a more specific approach for a market penetration in the Chinese healthcare environment, an adapted 'Strategy Map', with an integrated priority schedule, was created.

[www.fhsg.ch/praxisprojekte](http://www.fhsg.ch/praxisprojekte)



Target Process in an existing hospital  
Source: own illustration

### Swisslog Healthcare (Shanghai) Co., Ltd.

Swisslog is a subsidiary of the German robotic company KUKA, which is part of the Chinese Midea Group. Swisslog is subdivided into the two divisions: healthcare solutions and logistics automation systems. Together, both divisions employ more than 2,700 people worldwide. This project was conducted for the healthcare division with a focus on the identification of business opportunities for logistics solutions in Chinese hospitals.

### Client

Swisslog Healthcare (Shanghai) Co., Ltd., Shanghai

Stefan Hasenfratz, Executive Vice President  
Healthcare Solutions Asia Pacific



[www.swisslog.com](http://www.swisslog.com)

This project was clearly a continuation of the last year's project. It deepens and extends the analysis and, obviously, defines and

prioritizes business opportunities of products, services, and integrated solutions for pharmaceutical logistics. Perfect! We can immediately use the results profitably. Additionally, we have received confirmation that we are on the right track with our strategy.

### FHS coach



Prof. Andreas Löhner

### SHU coach



Dr. Heidi Hui Yan

It was surprising how professional the students handled the complexity of the pharmaceutical logistics process in Chinese hospitals. The analyses and conclusions were systematically translated into recommendations. The results are very business-related and take the client further regarding strategy development and implementation.