

## Students' projects in the field of International business

Business School Lomonosov Moscow State University (Russia), Ritsumeikan Asia Pacific University (Japan) and Meijo University (Japan)

### Assignment

#### QOL Holdings Co., Ltd. and business opportunities in Russia



#### QOL Holdings Co.,Ltd.

<https://www.qolhd.co.jp/eng/>

37th Floor Shiroyama Trust Tower, 4-3-1 Toranomom, Minato-ku, Tokyo 105-8452

#### Company Description

<b>Name</b>	Qol Holdings Co., Ltd.
<b>Established</b>	13-Oct-92
<b>Representative</b>	President and Representative Director Takashi Nakamura
<b>Capital</b>	5,786.8 million yen
<b>Employees (consolidated)</b>	4,678 regular employees, 1,881 temporary employees (as of March 31, 2018)
<b>Listed exchange</b>	Tokyo Stock Exchange First Section (Stock Code: 3034)
<b>Group sales (consolidated)</b>	145,516 million yen (Fiscal year ended March 2018)
<b>Corporate headquarters</b>	37th Floor Shiroyama Trust Tower, 4-3-1 Toranomom, Minato-ku, Tokyo 105-8452

#### Overall Image of the Qol Group Business

The Qol Group consists of two businesses, the "Pharmacy Business" and the "BPO <sup>\*1</sup> Business," and we are engaged in business that supports medical care and health in these respective areas. We maximize the synergistic effect of each business and contribute to the development of the healthcare field with the comprehensive strength of the entire group.

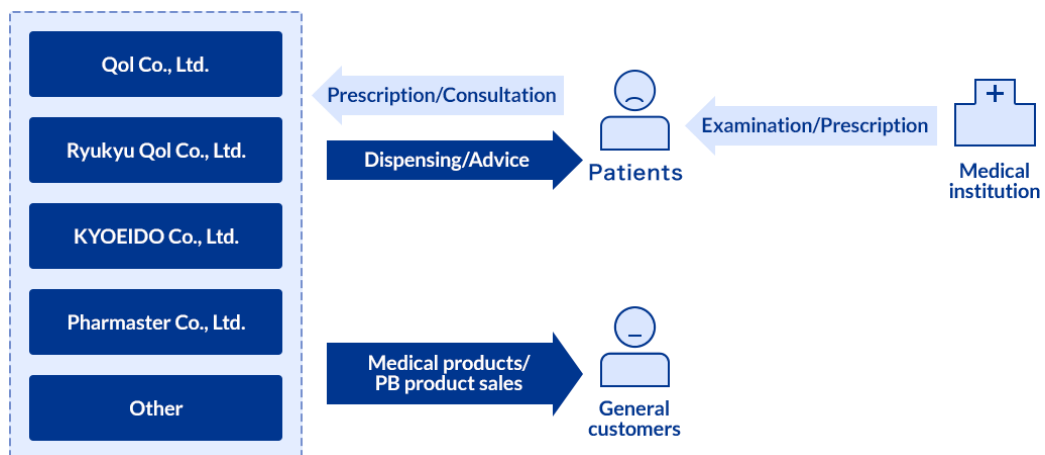
This time, we focus on our main business, pharmacy.



<https://www.qolhd.co.jp/eng/company/business.html>

### Pharmacy Business

Since its founding in 1992, we have developed dispensing pharmacies nationwide from Hokkaido to Okinawa through one-on-one store opening based on one-on-one trust relationships with medical institutions. By establishing collaboration with medical institutions, one-on-one pharmacies can provide safe and secure medical care, and can be matched to the characteristics of the region and the prescribing medical institution. We are expanding our pharmacies with high-quality medical care and health support functions as family pharmacies that are needed in the community.



## Background of Assignment

Pharmacy business had been domestic business in the old days, but due to globalization and Japan's shrinking market situation, we are expanding overseas businesses (e.g.- established Thailand business in 2016 <http://www.apoplus.co.th/en/>)

Other players in the market are exploring global opportunity, and we recognize some have seen interest in the Russian market as well (e.g. Report by Otsuka Pharmaceutical 2017 on Russian Medical & Pharmacy market <https://www.mhlw.go.jp/file/06-Seisakujouhou-10800000-Iseikyoku/0000179685.pdf>)

## Research Question / Assignment:

Define the best market entry strategy for Qol to enter pharmacy business in Russia.

### **Part 1. Company**

For Qol company, you are required to analyse its activities through the prism of business internationalisation opportunities. Consider the following: does the company have international experience? If Yes, to what extent? Are current endeavours successful? How crucial is it for the company to go to the Russian market? What are the company's competitive advantages that can be deployed in Russia? What are the necessary resources to go to Russia? Are they readily available?

### **Part 2. Country and competitive landscape**

What are the main external factors that may influence company's decision to launch its services in Russia? What are the main market entrance barriers? Analyse competitive landscape. Does a company possess a competitive advantage in a new market? What resources are necessary to enter the market?

### **Part 3. Industrial analysis and competitor analysis**

Analyse the market volume (demand side) and assess the prospective for the demand growth. Identify major clients and their characteristics, consider the market structure. What are the main threats related with the launching of company's services in the market? What are the major risks associated with rivals respond to the company's market entry?

### **Part 4. Company's market entry strategy and business model**

How should the company prioritise its actions to ensure successful market entry? Propose the business model in Russia.