

25 TASKS

ONE HOUR

ALBA LABARCA

Head of Pharmacy Division · Avizor

Understanding Decision Making Inside Pharmacy

Why simplifying execution is becoming critical for OTC growth

PHARMASYNERGY OTC · ROME · SEPTEMBER 2026



Let's connect



One commercial plan Very different execution realities

South Wales · Independent pharmacies



REACH & VISIBILITY

Simple assortment · Strong availability



EXECUTE

Land hero SKU

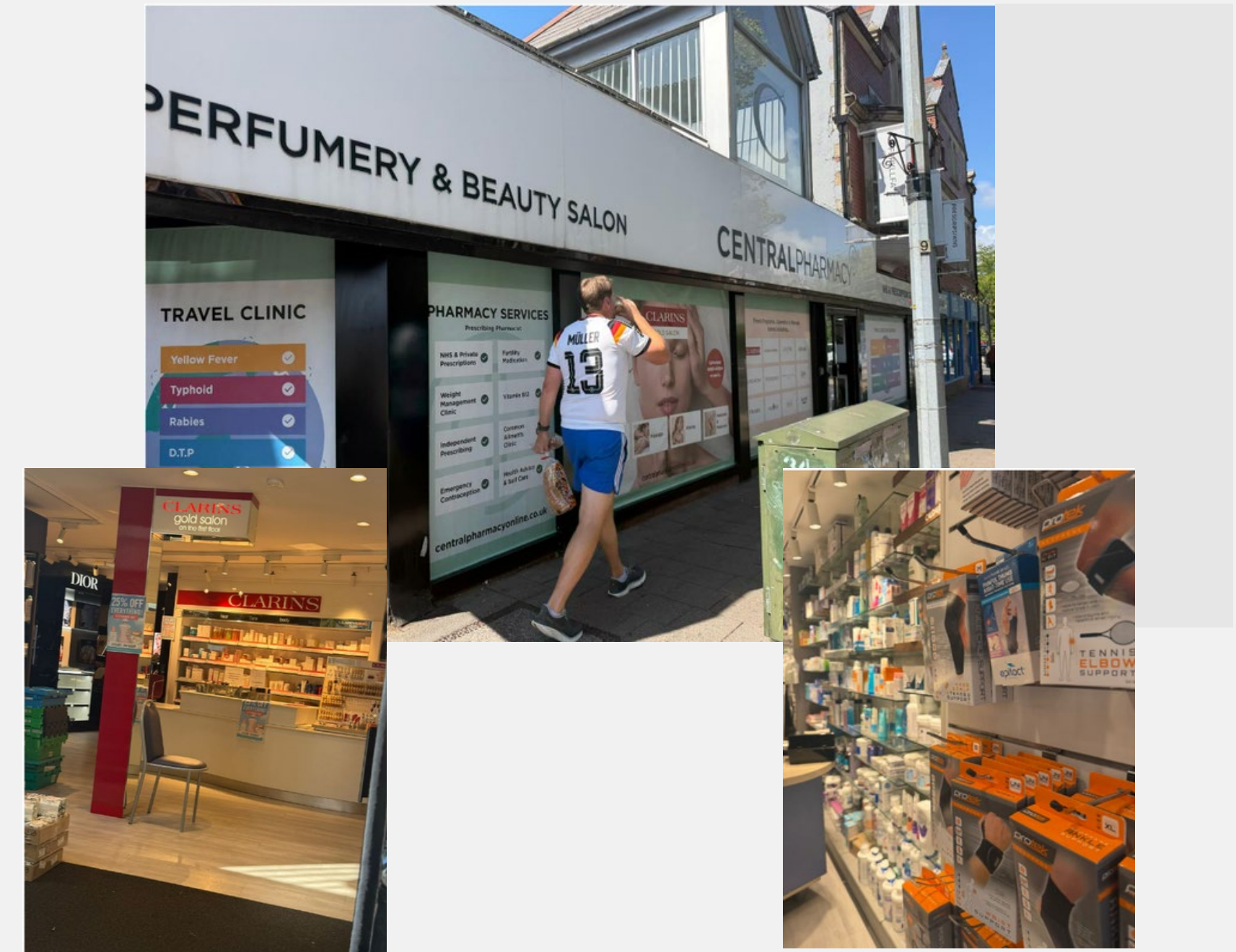
Different realities change the job we need execution to do

South Wales · Independent pharmacies



DEVELOP

Grow the category · Bring innovation



SELECT & PREMIUMISE

Curate the offer · Elevate selected categories

Scale centralises the conversation Not the execution reality

South Wales · Same pharmacy chain, different formats

Smaller format



Larger format



SCALE

Centralise the decision · Adapt the
execution

The bigger the retail model, the more clearly our brand must prove its role

Superdrug ☆

UK · Large pharmacy · -led retail

Boots



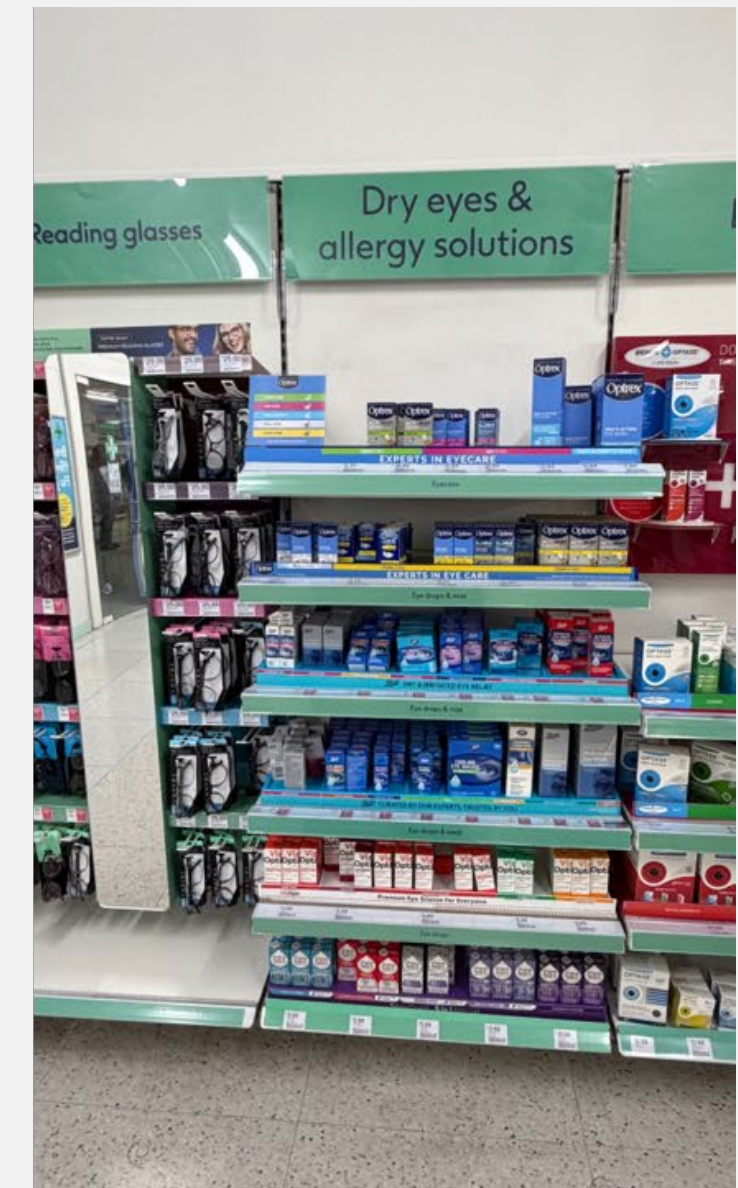
CREATE INCREMENTAL VALUE

Add value beyond distribution

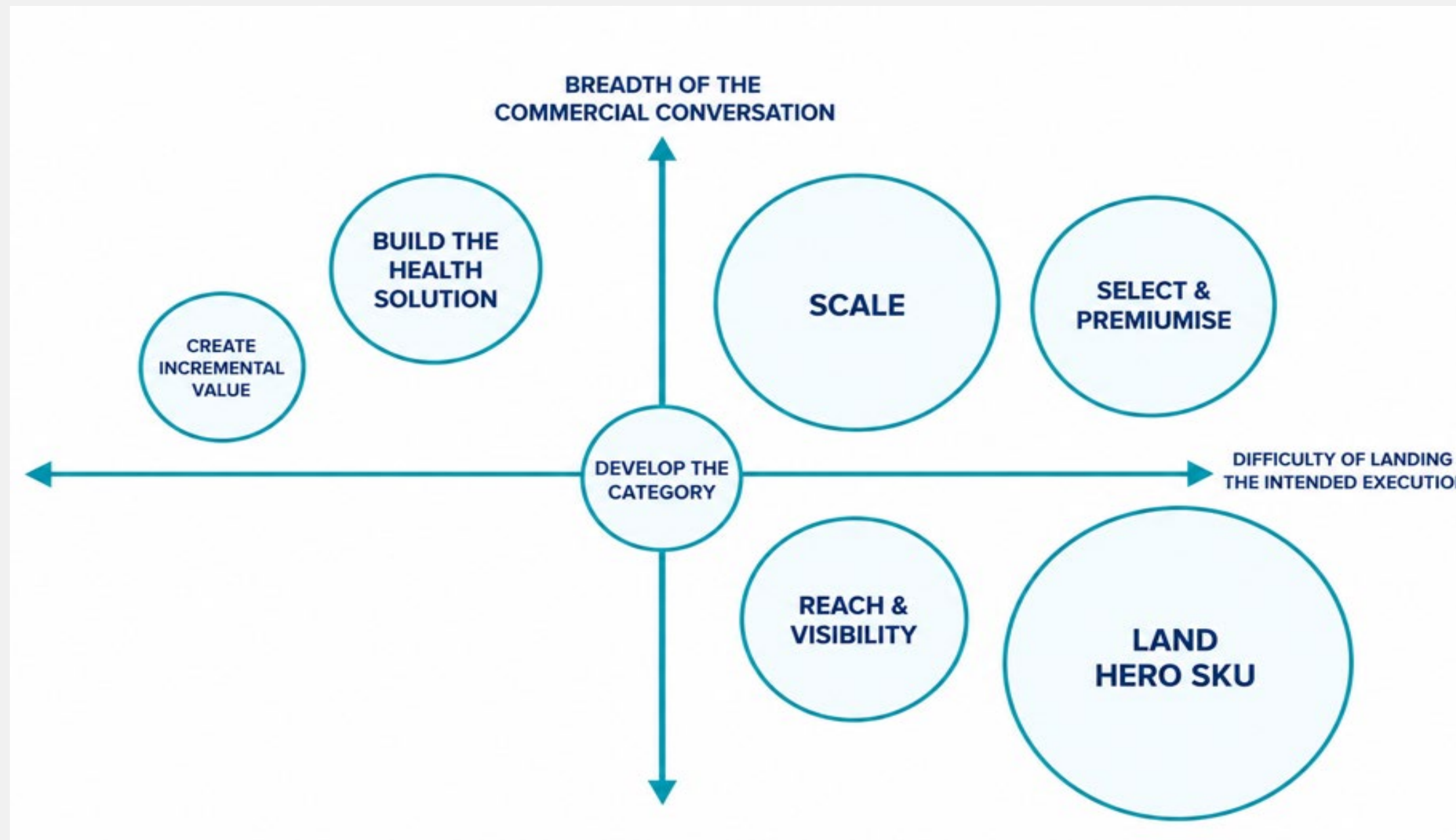


BUILD THE HEALTH SOLUTION

Connect products · Services · Patient needs

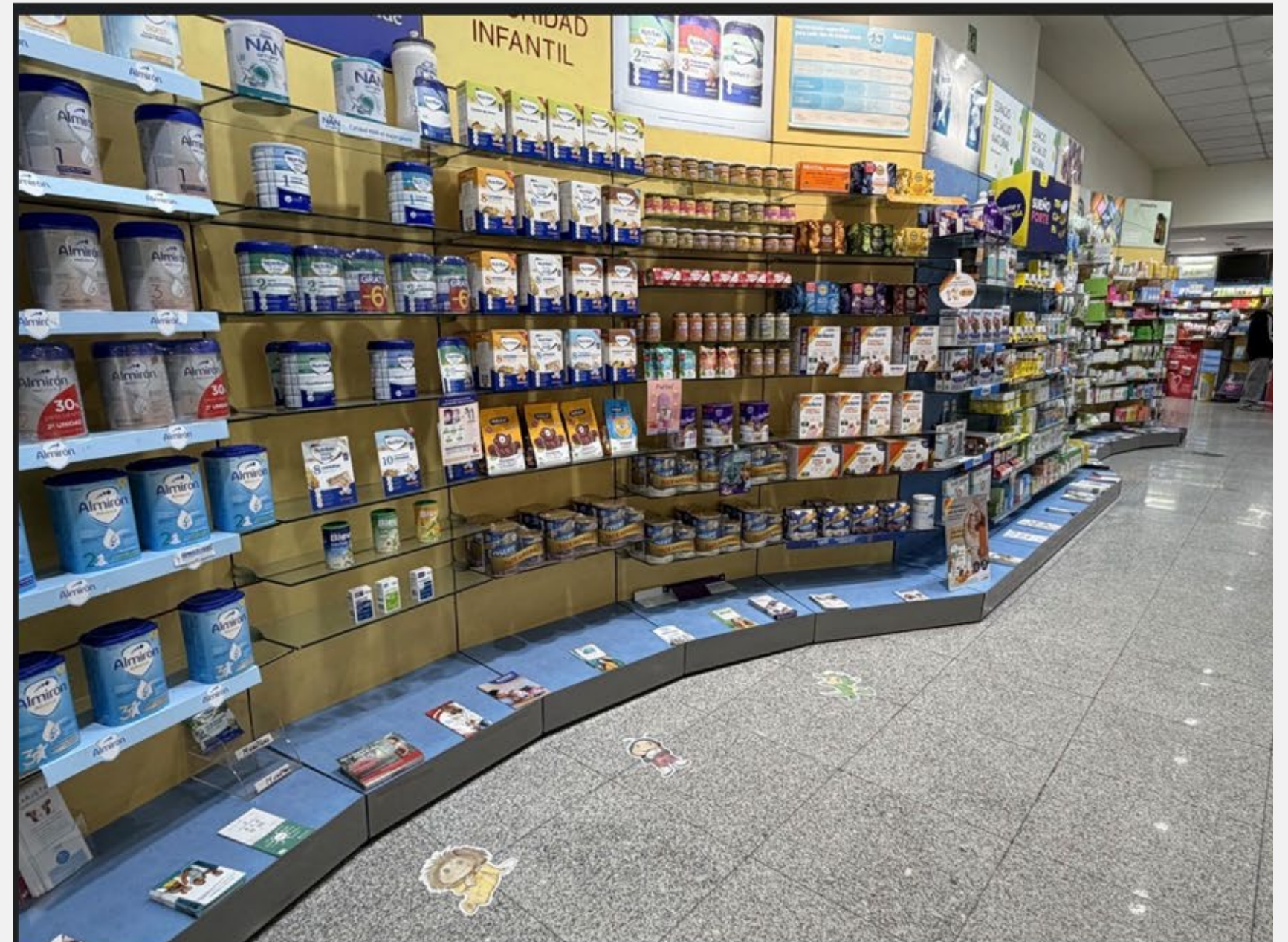


Commercial complexity and execution complexity are not the same thing



Each activation adds decisions: what to prioritise, where to place it, what to move

Spain · The pharmacy experiences the combined load



Execution can be completed— and still lose commercial meaning

Spain · Independent Pharmacy



COMPLIANCE

✓ Material installed

COMMERCIAL COHERENCE

Intended outcome preserved?

Before judging execution, understand the constraint

Spain · Independent Pharmacy



**-WHY IS THIS
BEHIND THE COUNTER?**

**-“Because there is no room
outside”**

We know more than ever about the pharmacy universe.



But knowledge does not automatically become executable reality

The pharmacy still has to decide what takes priority



LIMITED SPACE



LIMITED TIME



MULTIPLE PRIORITIES

So, what can industry do?

01



UNDERSTAND BETTER

Category & Pharmacy Intelligence

02



SIMPLIFY EARLIER

Portfolio & Design

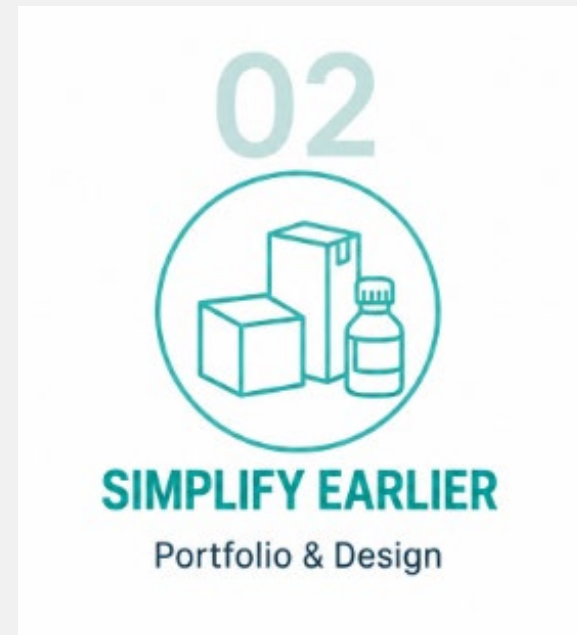
03



VALIDATE THE FIT

Commercial Execution

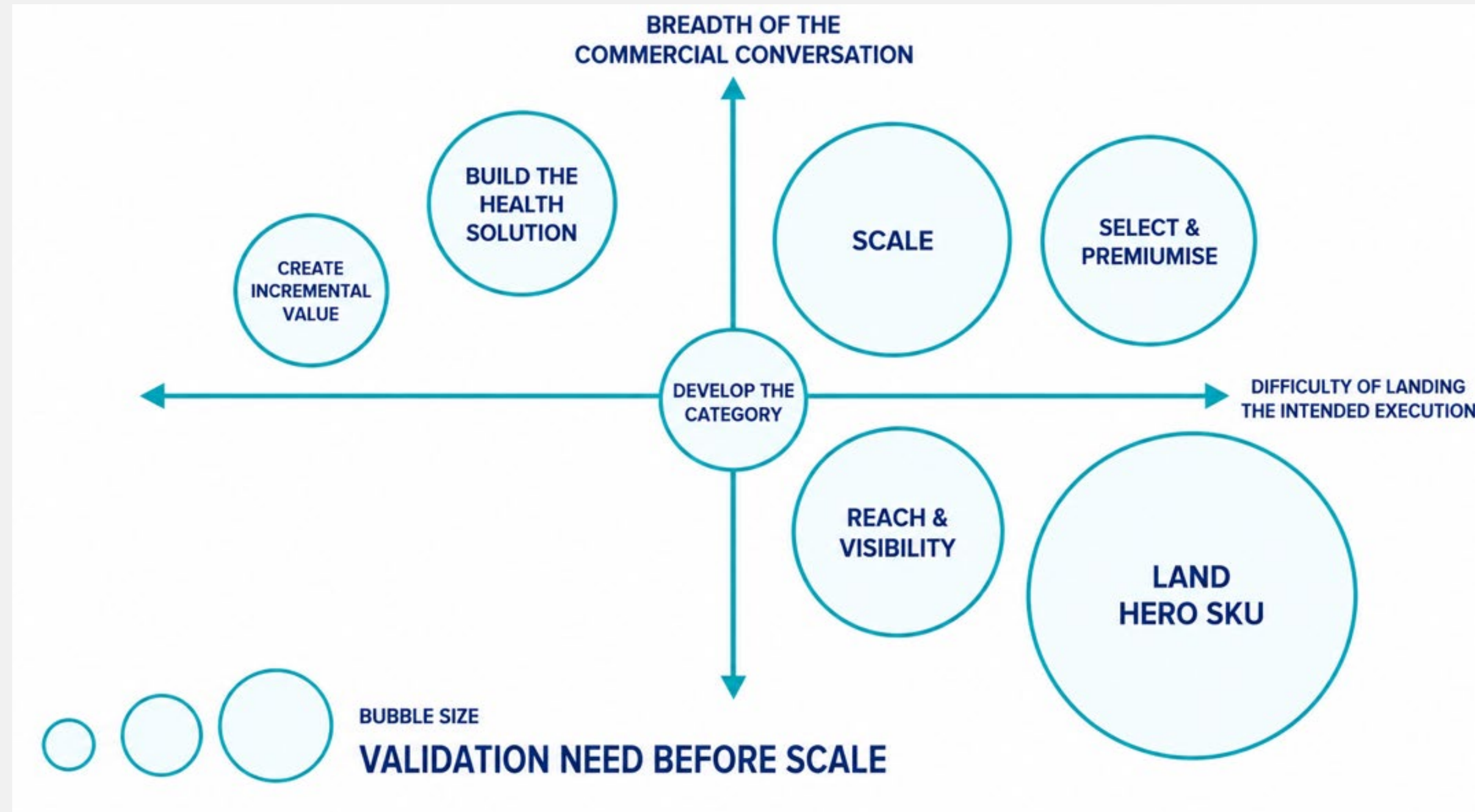
What simplifying earlier can look like



Design for execution, not only for the brand



The harder execution is to predict, the more we need to validate



Validate where uncertainty is high Scale what fits

Make better decisions upstream

*Make execution easier inside the
pharmacy*



Let's connect