

Inside McKesson's Journey

The Impact of Product Alignment and Market Clarity

Industry: Healthcare Distribution & Technology Solutions

Company Size: McKesson Technology Solutions

Company: Large Enterprise

Focus: Strategic Focus, Role Clarity, Time-to-Market, Market Alignment

Pragmatic Solution: *Foundations, Focus, and Launch* Training Courses

MCKESSON

CASE STUDY

Overview

McKesson is a global leader in healthcare distribution and technology solutions, providing systems that help specialty practices enhance efficiency, patient engagement, and care outcomes. Their solutions support a wide range of services, from inventory optimization and financial management to clinical decision support.

To meet the needs of this evolving and complex space, McKesson Technology Solutions wanted to improve how they made product decisions, shifting from internally driven planning to a more consistent, market-informed strategy. They turned to Pragmatic Institute to learn how to make that shift and scale that knowledge across the organization.

Challenge

Before engaging Pragmatic Institute, McKesson Technology Solutions encountered common product development roadblocks:

- ▶ Product roadmaps were often shaped by internal assumptions, not market validation
- ▶ Delivered features were frequently underutilized by customers
- ▶ Roles and responsibilities within product teams lacked clarity
- ▶ Strategic alignment across teams was inconsistent

Without a unified framework or shared language, product management struggled to lead with confidence or direction.

Solution: Training the Whole Team to Think Strategically

To shift from opinion to evidence, McKesson enrolled its entire product management team in three key Pragmatic Institute courses:



Through this teamwide training, product managers gained:

- ▶ Clear understanding of their roles and how to collaborate cross-functionally
- ▶ A market-first mindset to drive product strategy
- ▶ Tools to prioritize and validate ideas with external data
- ▶ A shared language that unified the product team around customer needs

“Pragmatic helps the product manager understand their job and encourages them to look first to their markets as opposed to their internal teams.”

The result was a more disciplined, strategy-led approach to product management that was based on industry standards.

Results

Following the training, McKesson reported several major improvements:



25–49% INCREASE

in understanding of the market and relevant customer problems

“The team had increased job satisfaction within the product management function.”



Stronger role clarity within the product management organization



Greater internal confidence in the product roadmap



Improved job satisfaction among product managers

These shifts enabled product teams to move more confidently and collaboratively, building strategies that reflected customer needs, not internal assumptions.

Conclusion: Team Training, Market Alignment, Real Impact

By investing in teamwide training with Pragmatic Institute, McKesson took its product function from fragmented to aligned. The training not only brought consistency and clarity to product roles, it helped anchor every decision in real market problems.

The result? A more agile, market-focused product organization equipped to support innovation, reduce waste, and deliver solutions that matter.

Source: Ohad A. | McKesson Technology Solutions



Learn more about how product training can benefit your organization at PragmaticInstitute.com/product/team

