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## CIMED BUSINESS DIAGNOSIS: AN ANALYSIS OF ORGANIZATIONAL STRUCTURE AND STRATEGY

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**Abstract:** Cimed is one of the fastest growing companies in the pharmaceutical sector in the last decade, standing out for its high quality standards and the accessibility of its products. With a portfolio of over 600 items and national distribution coverage reaching 98% of pharmacies in Brazil, the company continuously invests in innovation and expansion. Cimed's manufacturing complex is located in Pouso Alegre (MG), while the central distribution center and printing facility are located in São Sebastião da Bela Vista (MG). In addition, the company has 26 distribution centers throughout the country and its administrative headquarters are in São Paulo. A new manufacturing facility was recently inaugurated in Pouso Alegre, with plans to double production capacity by 2025. Business segment: Cimed is a leader in the cold remedies, vitamins, and medicines segments. It also has one of the most recognized brands on the market, Carmed lip balm. Location: The company's administrative headquarters are located in the city of São Paulo. Its factories are located in Minas Gerais. Products and services offered: Cimed has a diversified portfolio that includes OTC (over-the-counter) medicines, generics, vitamins, supplements, hygiene and beauty products. Among its main brands are BabyMed: a line focused on child care and protection; Lavitan: vitamin supplements for strengthening health, increasing energy, and boosting the immune system; Cimegripe: a medicine indicated for the treatment and relief of flu symptoms; K-Med: a lubricating gel for intimate well-being; Carmed: a line of lip balms with various fragrances and shades.

## MISSION, VISION, AND VALUES

According to Chiavenato (2014, p. 50), "the mission represents the organization's reason for being, that is, the purpose for which it was created and what it intends to achieve in the market." Thus, it can be said that Cimed's mis-

sion is aligned with this concept, as it emphasizes the pursuit of accessible medicines and quality of life for the population.

According to the author, a company's vision "is a statement of what the organization intends to be in the future, serving as a strategic guide for its actions" (CHIAVENATO, 2014, p. 52). Thus, Cimed's vision reflects its intention to consolidate itself as a benchmark in the national pharmaceutical sector.

Finally, organizational values are the fundamental principles that guide the company's internal behavior and its relationship with the market. Chiavenato (2014) points out that "organizational values represent beliefs and standards of conduct that define the company's identity and culture." In the case of Cimed, principles such as quality, agility, and teamwork indicate a focus on efficiency and commitment to the consumer.

### Cimed's Mission, Vision, and Values

Cimed, one of the largest pharmaceutical companies in Brazil, defines its mission, vision, and values as follows:

**Mission:** "To provide health and quality of life for the whole of society at a fair price and through profitable operations" (CIMED, 2020).

**Vision:** "To be synonymous with excellence as a manufacturer and distributor in the health and beauty segment throughout Brazil, with control of the entire production chain" (CIMED, 2020).

**Values:** Quality, Agility, Teamwork, and Innovation.

## STRATEGIC PLANNING

Cimed has a well-defined strategic plan to guide its growth and diversification in the market. Between 2024 and 2025, the company plans to invest R\$3.6 billion, with R\$2 billion earmarked for expanding production capacity and R\$1.5 billion for *marketing*, with a view to increasing its presence in the consumer goods

sector and strengthening brands such as Carmed and Lavitan. In addition, Cimed intends to build a new factory in Minas Gerais, with an investment of R\$150 million, focused on the production of hygiene and beauty items. This initiative is part of the portfolio diversification strategy, including oral hygiene and child care products.

Strategic planning is extremely important for any organization, as it allows clear guidelines to be defined for the future. Some of the main advantages of this process include

Definition of clear objectives: the company establishes specific and realistic goals, ensuring effective strategic direction.

Efficient allocation of resources: planning helps to better distribute investments, optimizing costs and maximizing results.

Adaptation to the market: well-planned companies are able to respond quickly to changes in the external environment, ensuring competitiveness and innovation.

In the case of Cimed, strategic planning has been fundamental to its rapid growth and consolidation as one of Brazil's leading pharmaceutical companies. The focus on production expansion and portfolio diversification demonstrates the importance of a well-structured plan to achieve business success.

Cimed is an example of a company that uses strategic planning effectively to drive its growth. Its investments in new factories, *marketing*, and diversification show how this tool can be applied to ensure business competitiveness and sustainability. Strategic planning is therefore essential for companies seeking innovation and market expansion.

BRAINSTORMING

*Brainstorming* is an essential technique for setting business goals, as it encourages creativity, facilitates the identification of opportunities, and anticipates challenges. By involving different areas of the company, this practice

allows for the construction of a more solid strategic plan that is aligned with organizational objectives.

According to Kotler and Keller (2012, p. 44), “the best ideas come when there is collaboration between individuals with different perspectives, allowing the generation of valuable *insights* for decision making.” This approach reinforces the importance of *brainstorming* as a tool for developing effective strategies.

In the case of Cimed, there is no public information specifically confirming the use of *brainstorming* to define its business goals and objectives. Although there is no specific public information about holding formal *brainstorming* sessions to outline its business goals and objectives, the company has adopted innovative practices that suggest a culture of collaboration and creativity. For example, Cimed has implemented daily meetings called “6:30 a.m. Lives,” led by CEO João Adibe, to align strategies and keep all employees informed and engaged. These meetings promote an environment conducive to the exchange of ideas and innovation, which are fundamental characteristics of *brainstorming* sessions. In addition, Cimed has stood out for initiatives that bring the brand closer to consumers, such as *live e-commerce* events in partnership with influencers and other companies, aiming to engage consumers with interactive and immersive experiences.

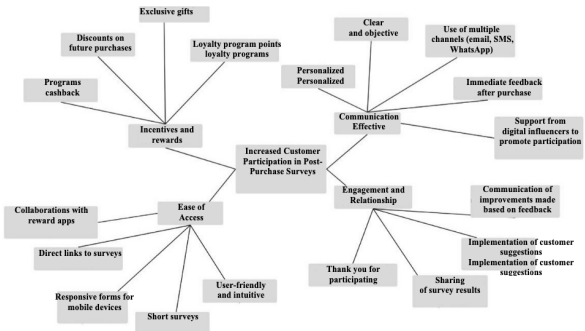


Figure 1 - Mind Map

Source: prepared by the authors (2025)

## STAKEHOLDER MODEL

According to Chiavenato, one of Brazil's leading scholars in management, the concepts of *shareholder* and *stakeholder* are fundamental to understanding different approaches to business management. According to Chiavenato (2014), the concepts of *shareholder* and *stakeholder* reflect different approaches to business management. For him, "*shareholders* are the owners of the company, whose main interest is to maximize profits and return on investment" (CHIAVENATO, 2014). *Stakeholders*, on the other hand, represent all individuals or groups that are impacted by the company's activities or that can influence them, including employees, customers, suppliers, the government, and society in general.

Cimed, one of Brazil's leading pharmaceutical companies, has demonstrated practices aligned with the *stakeholder-oriented* management model. The company has sought to expand its operations through strategic partnerships with various brands and personalities, such as Fini, *Burger King*, Ana Castela, and Bauducco, with a view to diversifying its portfolio and meeting the demands of different market segments. In addition, Cimed acquired a wet wipe manufacturer and attempted to purchase Jequití in 2024, demonstrating its expansion and diversification strategy. These initiatives indicate a concern with not only serving the interests of shareholders, but also creating value for customers, partners, and other stakeholders.

By adopting a *stakeholder-centric* approach, Cimed establishes and maintains strategic relationships with various stakeholders:

**Customers:** Through product diversification and partnerships with recognized brands, the company seeks to meet consumer needs and preferences, strengthening customer loyalty and satisfaction.

**Employees:** Although specific information is not available from the sources consulted,

companies that follow the *stakeholder* model generally invest in the well-being and development of their employees, recognizing them as fundamental to organizational success.

**Suppliers and Partners:** Collaborations with companies such as Fini and *Burger King* reflect a *co-branding* strategy that benefits both parties, expanding market presence and sharing resources and knowledge.

**Community and Environment:** The acquisition of a wet wipe manufacturing company may indicate a concern for sustainability and social responsibility, aspects valued by local communities and society in general.

In today's business environment, there is a growing trend for companies to adopt a *stakeholder-oriented* management model. This approach recognizes that long-term success depends on balancing the interests of all stakeholders, not just shareholders. Companies that implement this philosophy tend to achieve greater employee engagement, customer loyalty, and a stronger corporate reputation, all of which contribute to sustainability and competitiveness in the market.

## R MACROENVIRONMENT ANALYSIS

Macroenvironment analysis consists of assessing the external factors that influence the performance of organizations, whether political, economic, social, technological, legal, ecological, or ethical. These factors are beyond the direct control of the company, but they impact its strategies and decisions. According to Chiavenato (2020, p. 100),

"The organizational environment consists of external forces that affect the organization's performance. These forces can be economic, political, technological, social, and environmental in nature and require constant adaptation by companies to ensure their competitiveness."

With this understanding of the importance of macroenvironmental analysis, this concept is applied to Cimed, identifying how external factors influence its strategies and challenges in the pharmaceutical sector. This assessment is based on the PESTLEE model, highlighting the main aspects that impact the company.

## POLITICAL FACTORS

Positive: Public policies to encourage the production of generic drugs and investments in the health sector strengthen demand. In addition, programs such as “Farmácia Popular” (Popular Pharmacy) expand access to the company’s products.

As we see in the report below, the growth of generics drives competitiveness in the pharmaceutical industry, reducing prices and expanding access to medicines, while pressuring brand-name laboratories to innovate and diversify their portfolios.



Figure 2: report on generic drugs  
Source: Sincofarma (2024)

Negative: Changes in regulations by the National Health Surveillance Agency (ANVISA) may increase operating costs and delay the launch of new products. Political instability and crises may affect investments in the sector.

## ECONOMIC FACTORS

Positive: The growth of the middle class and the aging population are driving demand for medicines and supplements. In addition, during periods of crisis, there is greater demand for generic drugs, one of CIMED’s main

segments. This scenario is highlighted in the report “Growth of the elderly population increases demand for medicines,” which highlights how population aging drives demand for treatments for chronic and degenerative diseases, strengthening the pharmaceutical market.



Figure 3: report on the growth of the elderly population  
Source: ASCOFERJ (2024)

Negative: Inflation and high interest rates can increase production and logistics costs. The devaluation of the Brazilian real impacts the purchase of imported inputs, raising the final prices of medicines.

## SOCIAL FACTORS

Positive: Increased concern for health and well-being drives demand for supplements and vitamins, segments in which CIMED has invested heavily. Lavitan, a leading vitamin product, is expanding its portfolio and now entering the sports nutrition market with 21 new products, including protein drinks and supplements. In addition, the aging population also favors the consumption of continuous medications.

This trend is reinforced in the article “Supplement sector experiences growth in Brazil,” which points out how consumers’ increased concern with health has driven demand for supplements and vitamins, strategic segments for CIMED.



## Supplement sector experiences growth in Brazil

An executive working in the segment says he sees the sector's growth as a reflection of greater consumer concern with health

By Dino  
18/09/2024 09:27 · Updated 6 months ago



Figure 4: report on the growth of the supplement sector

Source: Valor (2024)

Negative: Resistance among part of the population to the use of generic drugs may impact sales. In addition, changes in habits, such as the search for natural and homeopathic solutions, may affect the preference for traditional pharmaceutical products.

## TECHNOLOGICAL FACTORS

Positive: Advances in biotechnology and artificial intelligence enable the development of new products and more efficient processes, such as Ozempic, a diabetes and weight loss drug whose patent will expire in 2026. The digitization of the pharmaceutical sector, including *e-commerce* and telemedicine, creates new sales opportunities.

This evolution is discussed in the article “How Artificial Intelligence is Revolutionizing the Pharmaceutical Industry,” which highlights how AI has accelerated the creation of new drugs and improved processes, driving innovations such as Ozempic and expanding opportunities in the sector.

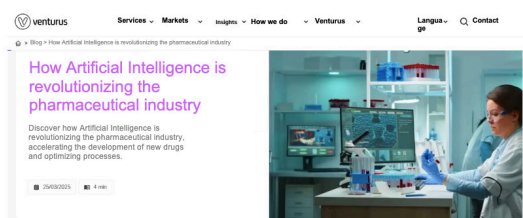


Figure 5: artificial intelligence report

Source: Venturus (2025)

Negative: The need for constant investment in innovation and automation can generate high costs. In addition, rapid technological evolution requires constant updating to remain competitive.

## LEGAL FACTORS

Positive: Regulatory standardization and incentives for the production of generic drugs favor the company's operations.

This importance is highlighted in the article “Regulatory advances on the bioexemption of topical generic drugs,” which reinforces how incentive policies and bioequivalence testing ensure the safety and efficacy of generics, promoting accessibility and strengthening the sector.

Eleve Science · 11 de jan. de 2023 · 6 min read

## Regulatory advances on bioexemption for topical generic drugs



Figure 6: report on advances in drug bioequivalence

Source: Eleve Science (2023)

Negative: Strict ANVISA requirements may delay the release of new products. Complex tax issues and changes in labor legislation may also impact operating costs.

## ECOLOGICAL FACTORS

Positive: The adoption of sustainable practices, such as the use of recyclable packaging and reduction of carbon emissions, improves the company's image and may generate tax incentives.

The growing demand for sustainability in consumption is addressed in the article “The

new consumer wants sustainable alternatives,” which highlights how the preference for eco-friendly packaging has impacted the market, making sustainable practices not only a competitive advantage, but a public demand.

IMR Instituto de Marketing Research

#### THE NEW CONSUMER WANTS SUSTAINABLE ALTERNATIVES

AT A TIME WHEN THE PRESERVATION OF THE PLANET IS AT STAKE, CONSUMERS SEE THE SUSTAINABILITY OF PACKAGING AS AN IMPORTANT CRITERION IN THEIR PURCHASING DECISIONS

16/10/2019

Twitter Facebook LinkedIn



Figure 7: report on sustainable alternatives

Source: IMR (2019)

Negative: Increasingly stringent environmental regulations may increase production costs. In addition, concerns about the improper disposal of medicines may create logistical and social responsibility challenges.

## ETHICAL FACTORS

Positive: Cimed adopts good ethical practices, investing in transparency, access to medicines, and sustainability (ISO 14001). It values its employees and invests in innovation, such as space research.

Cimed's adoption of good ethical practices is reflected in its commitment to transparency, access to medicines, and sustainability. This last aspect is reinforced by ISO 14001 certification, highlighted in the article "ISO 14001: guarantee of effectiveness in the company's environmental management," which emphasizes how this standard ensures environmental responsibility as part of the organizational culture.

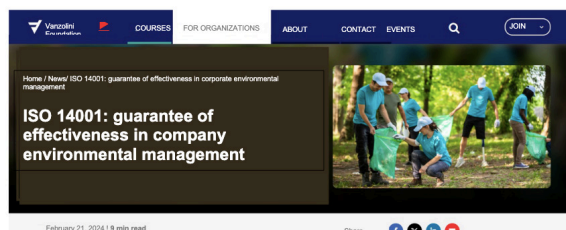


Figure 8: report on guarantee of effectiveness

Source: Vanzolini Foundation (2024)

Negative: However, it faces challenges such as transparency in pricing, environmental impact of production, responsible *marketing*, and labor issues. Maintaining good governance practices is essential to its reputation.

## INTRODUCTION TO THE COMPANY ORGANIZATIONAL CHART

A company's organizational structure plays a key role in defining responsibilities, distributing activities, and internal communication. The organizational chart is a graphical representation of this structure, facilitating the visualization of hierarchical relationships and authority flows within the organization.

According to Chiavenato (2021, p. 31), the organizational structure should be designed to ensure efficiency and flexibility, allowing the company to achieve its strategic objectives. The organizational chart, in turn, is an essential tool for illustrating this structure, as it shows the layout of the sectors, the hierarchy between positions, and how the different departments interact.

At CIMED, one of the largest pharmaceutical companies in Brazil, the structural organization is based on functional departmentalization, which means that the company divides its activities according to the functions performed, such as production, *marketing*, finance, and human resources. This model allows for greater specialization and efficiency in each area, ensuring better operational performance.

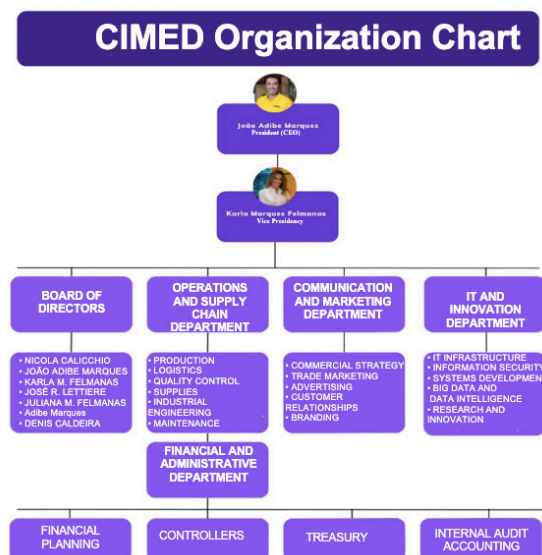


Figure 9 – Organization chart

Source: prepared by the authors (2025)

## 1. Operations and Supply Chain Management

- **Production:** Responsible for managing factories and drug production, including optimizing manufacturing processes and ensuring quality.
- **Logistics:** Manages the flow of products from manufacturing to distributors and points of sale, including inventory control.
- **Quality Control:** Ensures that all products meet the required standards through rigorous quality testing.
- **Supply:** Purchases raw materials and negotiates with suppliers to ensure the availability of necessary inputs.
- **Industrial Engineering:** Focuses on the continuous improvement of production processes, using engineering tools to increase efficiency.
- **Maintenance:** Responsible for preventive and corrective maintenance of the company's production equipment and infrastructure.

## 2. Communication and Marketing Department

- **Commercial Strategy:** Defines commercial goals and analyzes market trends to guide sales strategies.
- **Trade Marketing:** Develops and implements point-of-sale marketing strategies to maximize sales.
- **Advertising:** Creates advertising campaigns and promotes the CIMED brand image.
- **Customer Relations:** Manages customer service, loyalty strategies, and maintains good relationships with the target audience.
- **Branding:** Works to build and strengthen the visual identity and perception of the brand in the market.
- **Market Expansion:** Identifies new markets and opportunities to increase CIMED's presence in unexplored regions.

## 3. Finance and Administration

- **Financial Planning:** Controls budgets and makes financial projections to sustain the company's growth.
- **Controllershship:** Monitors the financial health of the organization, performing cash flow analysis and controls.
- **Treasury:** Responsible for managing the company's financial resources, payments, and cash flow.
- **Internal Audit:** Performs regular audits of internal processes, ensuring compliance with company policies.
- **Accounting:** Manages the company's accounting records and ensures tax compliance.

## 4. Human Resources and Legal

- **People Management:** Focuses on hiring, developing, and retaining talent within the company.



- Organizational Culture: Promotes programs to improve employee engagement and satisfaction.
- Legal Department: Provides legal support to all areas of the company, ensuring compliance with legal and regulatory standards.

## 5. Information Technology and Innovation

- IT Infrastructure: Manages IT platforms, internal networks, and servers.
- Information Security: Protects corporate data against leaks and cyber attacks.
- Systems Development: Creates and maintains the *software* used by the company, ensuring process automation and integration.
- Big Data and Data Intelligence: Collects, analyzes, and uses large volumes of data for strategic decision making.
- Research and Innovation: Focuses on new processes and technologies, promoting innovation in the company's products and processes.

## DEPARTMENTALIZATION

Departmentalization is an organizational strategy that aims to divide the company's activities into specialized units to increase efficiency. According to Chiavenato (2005), there are different types of departmentalization, such as functional, product, geographical, among others, each with its own advantages and disadvantages. For CIMED, understanding how these concepts are applied in its structure can provide insights into possible improvements and optimizations.

CIMED adopts a combination of departmentalization types, namely: functional departmentalization, product departmentalization, and geographical departmentalization, which contributes to the company's efficiency.

The structure of each of these types is detailed below.

**Functional Departmentalization:** CIMED widely adopts functional departmentalization, dividing the company into specialized departments according to their functions. This is visible in the areas of production, logistics, *marketing*, finance, IT, and human resources. Each department has well-defined responsibilities, which facilitates management and specialization.

Advantages of functional departmentalization:

- Specialization: each area is composed of specialized professionals, which increases efficiency.
- Clarity of responsibilities: Responsibilities are well defined, reducing conflicts.
- Efficiency: The specialization of each function leads to improved processes and results.

Disadvantages of functional departmentalization:

- Difficulties in communication between departments: Specialization can create barriers between areas, hindering collaboration.
- Organizational rigidity: The functional structure may not be flexible enough to adapt quickly to changes in the market.
- Limited focus on overall objectives: Departments may prioritize their specific objectives over the company's overall goals.

2. Departmentalization by Product Although CIMED is predominantly functional, departmentalization by product is also observed in the Research and Development (R&D) divisions and in the pharmaceutical product lines. This allows for greater customization and innovation in each product line.

Advantages of product departmentalization:

- Focus on product needs: Each product line can be handled in a customized manner, better meeting market needs.
- Agility in launching new products: Specific product management makes the innovation process more agile.

Disadvantages of product departmentalization:

- Duplication of resources: Product divisions may have redundant functions, increasing costs.
- Lack of cohesion: The emphasis on individual products can undermine the company's overall vision.

3. Geographic departmentalization CIMED can also use geographic departmentalization for its operations in different regions or international markets, aiming to better meet local demands.

Advantages of geographic departmentalization:

- Adaptation to the local market: Facilitates the adaptation of products and strategies to the local market.
- Attention to specific markets: Allows for closer management of regional needs.

Disadvantages of geographic departmentalization:

- Differences in process control: It can be challenging to maintain uniformity in operations across regions.
- High operating costs: Managing multiple regions can increase costs, especially in terms of logistics and administration.

## RECOMMENDATION FOR IMPROVEMENT

CIMED could adopt a matrix departmentalization, combining the functional structure with the project or product structure. This would allow professionals from different areas to work together on strategic projects without being limited to their specific roles.

According to Chiavenato (2021, p. 153), "the matrix structure combines two or more types of departmentalization, allowing for greater flexibility, better use of resources, and greater integration between areas of the company." This model could be applied at CIMED to facilitate communication between the production, research and development (R&D), and *marketing* departments, promoting greater innovation and efficiency.

In addition to the matrix structure, CIMED could invest in process management, which aims to improve workflow and reduce bureaucracy. This model encourages a more horizontal view of the organization, where decisions are made based on process flow and not just on the traditional hierarchy.

According to Chiavenato (2021), the adoption of process management helps eliminate organizational silos and improves the flow of communication between sectors. At CIMED, this change could bring benefits by integrating operational and strategic areas more efficiently, resulting in greater productivity and innovation.

## FLOWCHART

Based on information extracted from the company's institutional reports and common practices in the pharmaceutical industry, a simplified flowchart of Cimed's logistics process is presented below. This process illustrates everything from the receipt of inputs to final delivery to the customer, highlighting the organization and control in the company's production and logistics stages.

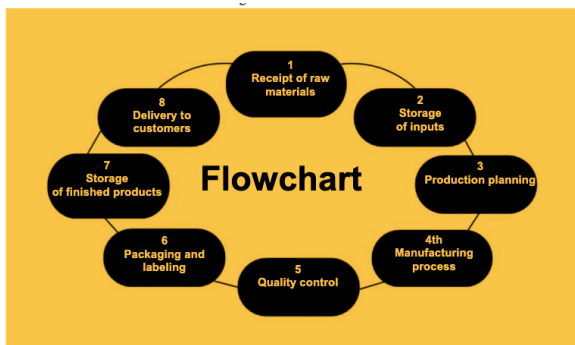


Figure 10 – Flowchart

Source: prepared by the authors (2025)

## DESCRIPTION OF STAGES

1. Receipt of raw materials: Inputs are received and inspected according to quality and compliance criteria.
2. Storage of inputs: Approved inputs are organized into appropriate stocks, with environmental control and traceability.
3. Production planning: Production is planned according to demand and stock availability, integrating sectors such as logistics and sales.
4. Manufacturing process: Carried out based on good manufacturing practices (GMP), under the supervision of technical teams.
5. Control of : Includes laboratory , microbiological microbiological, physical-chemical, and process validation.
6. Packaging and labeling: Approved products are packaged and labeled in ac-

cordance with ANVISA requirements and internal standards.

7. Storage of finished products: Finished products are stored in distribution centers with temperature control, expiration date monitoring, and inventory turnover.
8. Distribution: Transportation logistics are defined with a focus on agility and national coverage, through 26 distribution centers.
9. Customer delivery: Products are delivered to pharmacies, hospitals, distributors, and other points of sale.

## BENCHMARKING

### BENCHMARKING ACTIONS AT CIMED

Cimed adopts practices that reflect *benchmarking* elements, especially by observing and incorporating successful strategies from other companies to improve its market performance. For example, the company has invested in building a strong pharmaceutical brand, drawing inspiration from multinationals such as *Bayer* and *Natura*, to promote the Cimed name above the products it manufactures.

In addition, Cimed has implemented the “Foguete Amarelo” (Yellow Rocket) project, which finances the working capital of small pharmacies across the country, allowing them to pay for products only after they are sold. This strategy was inspired by business models that prioritize support for independent retailers, strengthening the brand's presence in the market.

The company also observes consumer trends and successful *marketing* strategies in other sectors to diversify its portfolio. One example is the expansion of the Carmed brand to products such as makeup and perfumes, seeking to meet consumer demands and increase profitability.

Suggestions for Expanding *Benchmarking* Actions

To further strengthen its *benchmarking* practices, Cimed could:

- Participate in formal *benchmarking* programs: Engage with specialized organizations to compare performance and practices with leading companies in the industry.
- Establish partnerships with academic institutions: Collaborate with universities and research centers to identify and implement best operational and management practices.
- Invest in international market analysis: Observe and adapt strategies from glo-

bal pharmaceutical companies to the Brazilian context, promoting innovation and competitiveness.

5W2H

CIMED recently announced the launch of a line of *Body Splashes* by the Carmed brand, as part of its strategy to diversify its portfolio and attract new audiences. This move is part of the company’s plan to reach its goal of R\$ 10 billion in revenue by 2030. According to Karla Felmanas, vice president of the company, “the idea is to continue delivering products that appeal to the new generation and expand our presence outside the pharmaceutical sector” (OTEMPO, 2025). Based on this initiative, an action plan was structured using

Creation Date	04/15	Responsible	Marketing Supervisor	Object	Body Splash Launch	Target Volume	R\$ 4,800,000
Review Date	April 28, 2025	Responsible	Marketing Analyst	Indicator	Sales	Target Volume qty.	60,000
What	How	Who	When		Where	Why?	How much?
			Start	End			
Launch launch of three body splashes from Cimed brand: Summer Love, In the Clouds, and Sunlight.	Create a marketing campaign with a sensory and aesthetic theme related to the product names. Produce audiovisual content for social media. Distribute promotional kits to influencers and journalists. Promote actions at points of sale with gifts and testers. Invest in paid media (Google, Instagram, TikTok) targeted by audience. Organize an online launch event with special guests.	Cimed marketing and branding team: responsible for all management. Advertising/marketing agency responsible for investment in paid media. Digital influencers, responsible for paid advertising on their respective profiles.	05/01/2025	07/31/2025	In pharmacies and partner retail chains, e-commerce (Cimed website and marketplaces), social media, and promotional events.	Diversify Cimed's product portfolio, enter the perfumery segment, and strengthen the brand in the self-care and beauty market.	Estimated at R\$ 300,000 to R\$ 400,000, considering: production of products and kits, paid media, hiring of influencers, POS actions, and logistics.

Cimed’s marketing and branding team: responsible for all management.

Advertising/marketing agency responsible for investment in paid media.

Digital influencers, responsible for paid advertising on their respective profiles.

Figure 11 - 5W2H

Source: prepared by the authors (2025)

the 5W2H methodology, with the objective of guiding the development and execution of the project in a strategic and effective manner.

The 5W2H methodology, widely used in planning and management processes, is also presented in a practical and objective way in David Lovell's book *Introduction to 5W2H*. The author conceptualizes 5W2H as an analysis and organization tool based on seven fundamental *questions*—*What, Why, Where, When, Who, How, and How much*—with the aim of facilitating the definition of actions, responsibilities, and deadlines. According to Lovell, the method contributes to structured thinking and clarity in project execution, regardless of the area of activity. Given this scenario and based on the concept presented, the following action plan was developed using the 5W2H methodology to clearly and objectively guide the execution of the project.

## **CENTRALIZED OR DECENTRALIZED DECISIONS**

Cimed adopts a hybrid management model that combines characteristics of both centralization and decentralization. The company's strategic leadership remains concentrated in the founding family, especially in the figures of CEO João Adibe Marques and Vice President Karla Marques Felmanas, who make the main decisions related to business management and expansion.

However, at the operational level, the organization follows a decentralized logic. With 26 distribution centers spread across the country, the company is able to respond quickly to the specific needs of each region, favoring the implementation of strategies tailored to local requirements.

Thus, strategic and high-impact decisions remain centralized, while day-to-day operations are decentralized, giving the company an efficient and flexible management model that is well-suited to the diversity of the Brazilian market.

## **PODC**

Although Cimed does not publicly use the term PODC (Planning, Organization, Direction, and Control), it demonstrates that it applies this methodology in an integrated manner to its strategic management. According to its Management Report (CIMED, 2023), the company has outlined a growth plan through 2026 structured around three pillars: Pharmaceuticals, *Consumer Health*, and Aesthetics, highlighting the planning stage in the classic management model.

In addition, the existence of positions such as “Integrated Planning Director” and “Senior Planning Analyst” confirms the presence of an organizational structure focused on results-based management, with clear roles and sector-specific responsibilities, which directly refers to the organization phase.

In the management phase, the company maintains leaders such as CEO João Adibe Marques and Vice President Karla Felmanas, who are directly involved in the company's strategic communication and in engaging teams with institutional campaigns, as highlighted in interviews.

The control stage can be observed in the monitoring of operational indicators, such as growth targets, *market share* monitoring, and logistical efficiency of the 26 distribution centers, as reported in corporate reports and institutional interviews.

Hypothetical Simulation: PODC applied to Cimed's entry into the international market (Latin America)

Planning: With the goal of expanding its operations to neighboring markets, such as Argentina and Colombia, Cimed is conducting an economic and regulatory feasibility study. It has set a goal of beginning exports of Lavitan supplements and Carmed cosmetics by the end of 2026, focusing on products that do not require a prescription. The strategy involves currency analysis, adapting packaging



to the local language, and partnering with regional distributors.

**Organization:** The company has an export team with professionals in foreign trade, legal, international *marketing*, and *supply chain*. It adapts labeling, formalizes product registration in target countries, and structures a local distribution model through partner logistics operators.

**Management:** Leaders in the international expansion area promote alignment among the teams involved, set schedules, and monitor initial market tests. They develop institutional campaigns to present the Cimed brand at Latin American pharmaceutical trade shows, with the goal of generating local recognition and trust.

**Control:** Indicators such as sales volume, brand acceptance level, distributor *feedback*, regulatory compliance, and profitability by country are monitored.

Based on the results, adjustments are made to the product mix, pricing, and commercial strategies.

This simulation illustrates how Cimed could apply the PODC cycle in an integrated manner to reach new markets and strengthen its international presence, while remaining consistent with its strategic guidelines.

## SMART OBJECTIVES

The *SMART* model, proposed by George T. Doran, is widely used in setting organizational goals through criteria that ensure clarity, measurability, and strategic focus. According to the author, “there is a S.M.A.R.T. way to write management goals and objectives” (DORAN, 1981, p. 35), where each letter of the acronym represents an essential attribute: *Specific*, *Measurable*, *Attainable*, *Relevant*, and *Time-bound*. Below is a simulation of the application of this methodology to the strategic reality of the company Cimed:

**S – Specific:**

Launch a new line of Carmed products aimed at young people, with innovative flavors and themed packaging.

**M – Measurable:**

Achieve 20% growth in sales of the Carmed line within 12 months.

**A – Achievable:**

Considering the 15% increase after previous campaigns, this goal is feasible with reinforcement in digital *marketing* and influencers.

**R – Relevant:**

Strengthening the Carmed line is aligned with the institutional objective of expanding the portfolio in the personal care segment, taking advantage of the youth consumption trend.

**T – Time-bound:**

Launch campaign starting in the second quarter of 2025, with monthly targets reviewed until the second quarter of 2026.

This simulation shows how applying the *SMART* model can guide the definition of clear, realistic goals aligned with Cimed’s market strategy, promoting consistency between intention and execution.

## L CONSIDERATIONS AND CONCLUSIONS

The objective of this study was to analyze the organizational structure and business strategies of Cimed, one of the largest pharmaceutical companies in Brazil. Through the application of management and organizational analysis tools, it was possible to understand how the company uses efficient methods of planning, organization, direction, and control (PODC), aligned with a hybrid management model that combines strategic centralization and operational decentralization.

It was observed that Cimed adopts a functional departmental structure, organized by product and region, which allows for flexibi-

lity, innovation, and logistical efficiency, especially given its 26 distribution centers spread across the country. Tools such as *brainstorming* and *benchmarking* are used in a practical way to stimulate innovation and adapt market strategies, demonstrating an organizational culture focused on continuous improvement.

The main challenges faced by CIMED are: price pressure, regulation, strong competition in the pharmaceutical sector, and the constant need to innovate in formulations, presentations, and product differentiation.

In addition, the application of SMART objectives and the logistics flowchart demonstrated how the company has well-defined pro-

cesses, with clear goals, customer focus, and a strong market presence. Cimed stands out not only for its product variety and commercial reach and efficient logistics, but also for its ability to align its institutional mission with sustainable, innovative, and integrated strategic actions.

It can therefore be concluded that Cimed is an example of an organization that combines tradition, expansion, and modernization, and is a benchmark in management, competitiveness, and social performance in the Brazilian pharmaceutical sector.

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