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Bayer transforms Consumer Health unit ([go to now](#)) 34

Germany's Bayer has transformed its Consumer Health division over the past two years through a combination of acquisitions and a major restructuring. Now one of the top two global OTC players, Bayer Consumer Health remains hungry for further acquisitions.

Boehringer takes multiple routes to growth ([go to now](#)) 45

Switching medicines from prescription-to-OTC status and other forms of innovation play a key role in the global growth strategy of Boehringer Ingelheim Consumer Health Care, which at the time this Report went to press was set to become part of Sanofi. The business is also driving growth through restructuring, portfolio optimisation and executional excellence.

Church & Dwight hunts for acquisitions ([go to now](#)) 65

US-based Church & Dwight continues to pursue bolt-on acquisitions, and recently added Toppik hair-building fibres to its portfolio. The consumer-products company also highlights the importance of innovation.

GSK grows with Novartis and Flonase ([go to now](#)) 74

GlaxoSmithKline has reinvented both itself and its Consumer Healthcare division through a three-part deal with Novartis, while switching Flonase from prescription-to-OTC status in the US has boosted organic growth. The company says it has no short-term plans to spin off the newly-expanded Consumer Healthcare division, which is one of the top two global OTC players.

J&J sets out vision for Consumer division ([go to now](#)) 87

Big brands, big innovations and an ambitious acquisitions programme lie at the heart of Johnson & Johnson's growth strategy for its Consumer division. Johnson & Johnson says the division is poised to deliver consistent and sustainable growth, as it continues on the path to recovery from its OTC manufacturing problems in the US.

Merck moves brands and talks innovation ([go to now](#)) 104

Germany's Merck continues to expand its Consumer Health business with brands transferred from its Biopharma unit, and is keen to talk about its approach to consumer healthcare innovation.

Mylan set to buy Meda in US\$9.9bn deal ([go to now](#)) 117

Generics firm Mylan failed to acquire Perrigo in 2015, then announced soon afterwards that it was gaining a substantial presence in the OTC market by acquiring Sweden's Meda in a deal worth SEK83.6 billion (US\$9.9 billion).

NBTY shifts focus onto consumer products ([go to now](#)) 121

Vitamins, minerals and supplements (VMS) specialist NBTY has divested part of its retail empire and acquired a skincare brand, as the US-based company places greater emphasis on building consumer products.

Perrigo rides a roller coaster of a year ([go to now](#)) 128

Store-brand specialist Perrigo has gained a major presence in the branded consumer healthcare market, fought off a hostile takeover bid and lost its chief executive officer. At the time this Report went to press, the company was grappling with its newly-acquired European OTC business.

Pfizer views OTC as very valuable asset ([go to now](#)) 138

Pfizer's Consumer Healthcare business is currently a "very valuable asset" within the company's portfolio, according to chairman and chief executive officer Ian Read, who points out the business is growing well thanks to OTC Nexium and continues to be expanded. But Read notes that Pfizer is "continually" reviewing all of its assets.

Prestige pushes ahead with acquisitions ([go to now](#)) 152

US-based Prestige Brands Holdings has made a series of OTC acquisitions in recent years, and remains committed to its "aggressive and disciplined" acquisitions strategy.

P&G and Teva take the partnership route ([go to now](#)) 162

The partnership between consumer-products giant Procter & Gamble and generics firm Teva is recording significant growth.

RB drives innovation and go-to-market [\(go to now\)](#)..... 169

RB – formerly Reckitt Benckiser – says innovation and go-to-market capabilities are behind the double-digit growth in like-for-like sales at its Health division. The consumer-products company continues to make bolt-on acquisitions and would like to strike a transformational deal.

Sanofi set to gain Boehringer’s OTC unit [\(go to now\)](#)..... 181

Sanofi is set to gain Boehringer Ingelheim’s Consumer Health Care business in a deal that will make the French pharmaceutical company the world’s number one OTC player. At the time this Report went to press, exclusive negotiations were still ongoing.

Stada continues to build Branded Products [\(go to now\)](#)..... 192

Stada Arzneimittel continues to build its Branded Products business through acquisitions. At the time this Report went to press, the German generics and OTC company was under pressure from investors to overhaul its business strategy.

Taisho makes plans at home and abroad [\(go to now\)](#)..... 198

Japan’s Taisho Pharmaceutical aims to grow its Self-Medication division at home and abroad. Overseas expansion will mainly be in South-East Asia, says the company, which is considering acquisitions and other options for entering new countries and product areas.

Takeda’s OTC ambitions centre on Japan [\(go to now\)](#)..... 204

Japanese pharmaceutical company Takeda says it is focusing on its domestic Consumer Healthcare business rather than seeking to become a truly global OTC player.