

Strategy and Operational Review for a Medical Device Organization

This client is a leading medical device company that designs, manufactures, and markets products specifically for restorative and aesthetic dentistry, and orthodontics. Their loyal customer base spanning over 9 million people has been built by the strategic leadership of an internal team specializing in outreach, event planning, and product education.

These elaborate events and education programs were previously executed via live training events and conferences using a wide range of technologies. Given the flexibility that current circumstances under COVID warrant, the client had to make countless adjustments in real-time to ensure that their primary source of outreach marketing was not compromised. Consequently, they had to provide virtual and hybrid versions of those same events.

Executing this required the rapid integration of additional technologies and data management strategies. Adding to the complexity were numerous changes in the organization structure and the setup of teams supporting events and education. Given the rapidity of their new strategies and frequent re-organization, clarity on R&R's, data management, vendor management, and business rules, was deemed as insufficient.

Clarkston was tasked with assessing of the current state of operations, outlining the challenges and opportunities, and providing recommendations on future strategic initiatives and practices. This required the Clarkston team to do a deep dive into all aspects of the clients events operation including definition of R&R's, creating a recommended org structure, budget analysis, vendor analysis, and to outline key risk mitigation strategies.

Life Sciences Case Study

PROJECT OVERVIEW



INDUSTRY:



Life Sciences

PRODUCTS AND SERVICES :



Medical Devices
& Products

PRIMARY OBJECTIVES:

- Build a comprehensive understanding of the current state of the events and education operations team
- Provide an assessment of the existing org structure, resource allocation, and capabilities
- Evaluate vendor management practices including a comprehensive budget analysis to identify opportunity areas
- Develop strategic recommendations and a roadmap to provide a platform for continuous improvement

RESOLUTION:

- Conducted 40+ interviews with all stakeholders of the events and education practice
- Created a comprehensive roles & responsibilities (R&R) strategy, extensively detailing job descriptions, areas of collaboration, bottlenecks, and recommendations
- Administered a survey and conducted an organizational network analysis to map out hidden interdependencies within the teams, as well as to identify single points of failure
- Completed a deep dive into spending on vendors and a financial analysis on outliers and areas of risk
- Provided a list of recommendations based on time horizon and complexity including a detailed execution roadmap for each initiative

KEY BENEFITS:

- Detailed roles & responsibilities empowered the organization to collaborate more efficiently and effectively
- Detailed analysis on vendor spending helped drive clarity of financial goals moving forward
- Identified potential budgetary redundancies that could lead to significant cost savings
- Clear documentation and roadmaps regarding recommendations for future initiatives streamlined key processes and cross-functional collaboration

Click below to learn more about Clarkston's services and how we've partnered with leading life sciences companies to realize their strategic goals and priorities in the face of an everchanging business landscape.

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