

Aligning Organizational Structure with Strategy to Support Future Growth

To ensure that patients receive life-saving treatment faster through an innovative portfolio of therapies and precision medicines for the treatment of rare diseases, a global leader in the biopharmaceutical industry launched a business optimization transformation program across its U.S. operations.

The client partnered with Clarkston Consulting to assess the organizational structure and cross-functional ways of working to ensure the client is in the best possible position to achieve its current strategic priorities and evolve the organization to support future growth projections.

Clarkston helped the client by comparing industry-standard benchmark capabilities to current business functions and developed potential capability realignment and collaboration enhancement opportunities for determining the future state organization of the Medical Affairs and Commercial departments. Additionally, Clarkston provided change management planning insights and a roadmap to facilitate the organizational alignment activities.

Life Sciences Case Study

PROJECT OVERVIEW

INDUSTRY:



Biopharmaceutical

PRODUCTS AND SERVICES :



Rare therapies and precision medicine

PRIMARY OBJECTIVES:

- Summarized observations from interviews with executive sponsors, senior leaders, and their direct reports into three key enablers for future success: optimize the organizational structure, foster new ways of working, and position the organization for growth
- Conducted a SWOT analysis to identify key insights for determining the organization's readiness for change
- Delivered the overall insights to the U.S. Senior Leadership Team for consideration and input for framing the business impact mapping exercise
- Compared industry-standard benchmark capabilities to the respective Medical Affairs and Commercial functions
- Developed potential capability realignment and collaboration enhancement opportunity recommendations for determining the future state organization of the Medical Affairs and Commercial departments
- Provided change management planning insights and roadmap activities to facilitate the next phase of the organizational alignment

RESOLUTION:

- Provided validation on the client's current organizational structure and context for possible changes, which included:
 - Capabilities/ functions that might be commonly aligned in the industry to a different department than how they're aligned at the client's
 - A comprehensive cross-functional business capabilities roadmap to be leveraged for stakeholder alignment and business model transformation decisions
 - Rationale why a company may want to align that capability/function to one department or another
- Provided actionable insights through role/responsibility clarification and communication needs identification to guide executives to improve the cross-functional "Ways of Working" within the U.S. operations.

KEY BENEFITS:

- Educated the U.S. Senior Leadership Team about the current state of the organization and provided recommendations about the transformation journey details, which included:
 - Realigning functional capabilities across Medical Affairs and Commercial
 - Repurposing resources based on future product strategy/forecast
 - Developing a deeper understanding of team goals and defining roles/responsibilities, activities, and KPIs to drive accountability, performance, and results
 - Establishing a governance model with cascaded communication of strategic directives and decision-making.



KPIs

- Organizational structure benchmarking
- "Ways of Working" improvements
- Organizational change management planning

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