

Optimizing Procurement Operations for Commercial Launch

INDUSTRY:



Life Sciences

PRODUCTS AND SERVICES:



Cell Therapy

BUSINESS TRANSFORMATION STORY & BUSINESS CHALLENGE

A clinical-stage cell therapy company preparing for commercial launch engaged Clarkston Consulting to evaluate and enhance its procurement operations. The client faced a common but complex challenge: evolving its procurement processes to meet the demands of a maturing organization without overextending limited resources. The existing requisition-to-pay (R2P) workflows were fragmented, manually intensive, and misaligned with the company's transition from a research-centric to a commercially driven business model.

Clarkston was brought in to assess the full R2P process across direct and indirect procurement functions. Leveraging its proven methodology, Clarkston conducted a targeted, yet comprehensive review across people, process, technology, and data – focusing on Level 1 and 2 processes, which surfaced foundational gaps and unnecessary complexity.

Through this collaborative effort, Clarkston delivered a pragmatic, multi-year roadmap designed to optimize procurement performance and enable a smooth transition to commercial operations. The roadmap prioritized changes, identified tradeoffs, and laid out a clear decision-making framework the client could use to move forward. In doing so, the client was equipped with a structured path to unlock business value, mitigate operational risk, and scale procurement operations in line with organizational growth.

PRIMARY OBJECTIVES:

- Rapidly identify opportunities for improvement and define actionable steps to implement strategic system and process enhancements
- Establish key milestones that align organizational, procedural, and technical capabilities with the desired future-state procurement model
- Conduct a comprehensive assessment to develop a realistic, multi-year roadmap addressing end-to-end inefficiencies across the requisition-to-pay process for both direct and indirect procurement



SOLUTION:

- Performed a comprehensive review of current procure-to-pay (P2P) processes to identify inefficiencies and define necessary changes to support the client's commercial growth trajectory
- Developed a clear and compelling *Case for Change*, outlining critical business risks of maintaining the status quo, including limited agility and non-scalable processes
- Conducted targeted stakeholder interviews to document organizational requirements, future-state milestones, system capability needs, and data ownership responsibilities
- Designed a future-state roadmap with prioritized, actionable steps to deliver measurable value and enable long-term procurement transformation
- Benchmarked current capabilities and strategic goals against industry best practices to validate opportunities and recommendations
- Delivered a phased set of recommendations for short-, mid-, and long-term improvements to drive both immediate impact and sustained operational excellence

KEY BENEFITS:

- Delivered a comprehensive future-state assessment and gap analysis comparing current operations to desired outcomes and industry best practices with clearly defined functional and end-user requirements
- Enabled rapid progress toward an optimized end-to-end procurement process through a holistic solution that integrated strategic system enhancements and refined process improvements
- Identified stakeholder readiness and potential resistance to change, supporting a targeted change management strategy aligned with future-state capabilities
- Provided a clear and actionable roadmap with prioritized recommendations and next steps spanning organizational structure, business processes, and enabling technologies to support long-term transformation



KPIs

- Reviewed 7,000+ purchase requisitions
- Assessed 200+ documents
- Held 20+ interviews