

Organizational Redesign and Spans & Layers Assessment for a Biopharmaceutical Company

This client is a commercial biopharmaceutical company focused on developing therapies that target the complement system to treat autoimmune and rare nephrology diseases.

The client recently faced a setback with the European Medicines Agency (EMA) after receiving a negative opinion on the company's marketing authorization application for a new intravitreal injection drug.

In response to these setbacks, the client wanted to ensure their organization was fit-for-purpose and to realign the organization toward other strategic priorities, including the introduction of new product modalities and combination products. To support product scale-up, they sought to evaluate whether their Technical Operations organization, comprising quality, CMC, supply chain, and manufacturing, was optimally structured.

To address these concerns, the client engaged Clarkston's strategy experts to conduct a comprehensive assessment of their Technical Operations organization, focusing on improvements across structure, strategy, people, and processes to enhance efficiency and scalability.

Life Sciences Case Study

PROJECT OVERVIEW



KPIs

- Established ideal span of control based on Clarkston benchmarks, industry best practices, and the company's product & pipeline complexity
- Defined several new positions and capabilities required for new product modality
- Designated new model for transfer managers responsible for handover between CMC and commercial business functions

INDUSTRY:



Life Sciences

PRODUCTS AND SERVICES:



Pharmaceuticals

PRIMARY OBJECTIVES:

- Assess the Technical Operations organizational structure by evaluating key functions against leading practices, including quality, supply chain, manufacturing, and CMC, to identify areas for improvement
- Reimagine the organizational structure by optimizing spans and layers to enhance efficiency and communication
- Align roles with new market realities by defining the appropriate responsibilities and functional alignments
- Ensure the new organization aligned with the company's short- and long-term strategic imperatives

SOLUTION:

- Interviewed stakeholders to understand pain points within the organization and to clearly define the overall objectives for the redesign
- Conducted a spans and layers analysis to provide clarity on organizational structure and areas of improvement when compared against other leading biotech organizations
- Provided recommendations on organization changes and adjustments across the entire Tech Ops organization

KEY BENEFITS:

- Identified areas of inefficiencies and opportunities to streamline intra-departmental collaboration
- Advised the client on future needs and capabilities required for the organization, considering emerging product modalities
- Standardized direct report requirements for Tech Ops and sub-departments based on Clarkston's benchmarks

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