

Enabling a Successful Transition to a Hybrid Work Model for a Biopharma Company

INDUSTRY:



Life Sciences

PRODUCTS AND SERVICES:



Biopharmaceuticals

BUSINESS TRANSFORMATION STORY & BUSINESS CHALLENGE

Apellis Pharmaceuticals, a biopharmaceutical company that experienced rapid growth following the COVID-19 pandemic, had been operating in a predominantly remote environment. As the organization continued to scale, leadership recognized the need to evolve its operating model to better support cross-functional collaboration, improve employee engagement, increase innovation, and expedite decision-making.

To support this transition, Apellis's Chief People Officer engaged Clarkston Consulting to provide program management for the design and implementation of a hybrid work model. Clarkston partnered closely with HR leadership and key stakeholders to define objectives, scope, deliverables, and success criteria for the initiative, as well as develop a detailed implementation roadmap.

Through the establishment of a cross-functional leadership team, the effort was executed over a five-month period across three phases: design, alignment, and implementation. With Clarkston's support, Apellis successfully designed and launched the hybrid model on an expedited timeline and with a high adoption rate from employees.

PRIMARY OBJECTIVES:

- Establish a consistent and scalable hybrid working model that supports Apellis's long-term growth and operating strategy
- Create clarity and accountability around onsite expectations to drive consistent employee adoption
- Strengthen cross-functional collaboration, communication, and alignment across the organization
- Enable leadership visibility and oversight through defined governance and performance tracking
- Drive adoption of the new model through effective change management and communication
- Enhance employee experience to support engagement, productivity, and retention





RESOLUTION:

- Defined four distinct role types (*onsite, hybrid, remote, field*) with clear expectations
- Established structured guidelines for onsite presence and collaboration
- Formed a senior leadership working group across HR, IT, Facilities, and Communications
- Maintained regular working sessions to drive alignment and decision-making
- Upgraded office spaces to support collaboration (*conference rooms, seating, food options*)
- Ensured all workstations were fully equipped and accessible prior to go-live
- Managed delivery of a multi-channel communication strategy (*town halls, emails, leadership training*) in collaboration with Corporate Communications and third-party communication team
- Provided clear, role-based guidance and onboarding support
- Introduced leadership goals tied to onsite adherence
- Developed dashboards to track and report participation metrics
- Launched onsite events and activities to support transition
- Introduced quarterly collaboration weeks for remote employees

KEY BENEFITS:

- Well-coordinated and timely hybrid model implementation aligned with leadership expectations and minimal disruption to business
- High adoption of hybrid model across employees and leadership
- Increased in-person interaction leading to stronger teamwork, more effective communication, and enhanced cross-functional alignment
- Thoughtful communications, workplace improvements, and onboarding activities to help employees adapt quickly and positively to the new model
- Enhanced onsite employee experience, including additional collaboration spaces and onsite food options
- Increased employee engagement and cultural cohesion
- Stronger foundation for long-term growth, innovation, and improved performance



KPIs

- 8+ functions engaged and 20+ working sessions conducted to drive cross-functional alignment on model
- 140+ employees consistently in office at least 2x/week
- 250+ remote employees engaged through quarterly onsite collaboration weeks
- 24+ new collaboration spaces added to headquarters
- 740+ roles classified to support structured workforce planning
- 79% adherence to hybrid model in first quarter launch
- 20% higher engagement scores among Hybrid & Onsite vs. Remote employees
- 7% increase in organizational health index (OHI) score from 2025 to 2026

“Alongside Clarkston, we successfully navigated the complex transition from a remote organization to a hybrid model. The shift delivered immediate results—improving engagement, strengthening collaboration, and increasing productivity—ultimately contributing to a 7% year-over-year increase in our Organizational Health Index and enhancing the overall employee experience.”

- KELLEY BOUCHER

Chief People Officer,
Apellis Pharmaceuticals

ABOUT CLARKSTON CONSULTING

Businesses across life sciences industries partner with Clarkston Consulting to enhance strategic decisionmaking, improve operational efficiencies, implement new technologies, and promote business growth and market diversification. Leveraging deep functional and industry expertise, our people discover, design, and deliver solutions that fit your business, your goals, and your future. At Clarkston, your purpose is our purpose.

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