Life Sciences Case Study

PROJECT OVERVIEW

clarkston CONSULTING

Commercial Roadmap Strategy Assessment for a Clinical Stage Pharmaceutical Company

The client is a publicly listed, clinical-stage biotechnology company preparing its first commercial launch. While an initial go-to-market (GTM) plan had been developed, cross-functional stakeholders lacked alignment and confidence in how the plan would translate into execution.

The client partnered with Clarkston Consulting to assess and validate the GTM plan. Through this process, Clarkston confirmed the strength of the existing GTM strategy while identifying key gaps in cross-functional alignment, organizational commercial readiness, and the absence of a clearly defined product strategic plan to guide decision-making. These gaps created uncertainty around execution and ownership across teams.

Clarkston addressed these challenges by recommending the establishment of a Transformation Management Office (TMO) to drive coordination, while developing an integrated commercialization roadmap and refining the product strategy to support a successful launch.

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INDUSTRY

Life Sciences

PRODUCTS AND SERVICES

Clinical stage producer of a treatment for MASH

PRIMARY OBJECTIVES

- Assess and validate Go-To-Market (GTM) strategy
- Identify gaps and opportunities in commercialization plan
- Establish governance and execution structure for Transformation Management Office (TMO)
- Develop a high-level commercialization roadmap for TMO

RESOLUTION

- Conducted knowledge building workshops with the client to gain an understanding of the client's current strategy, concerns, and products
- Synthesized the client's current state, their assumptions, and the desired outcomes into an organized foundation
- Assessed the GTM strategy against industry best practices and validated that it was very comprehensive, shifting focus to underlying gaps in product strategy and organizational commercial readiness
- Developed an integrated commercialization roadmap across product, market, and organizational dimensions, including cross-functional elements such as distribution, patient services, and data strategy

KEY BENEFITS

- Validated and strengthened confidence in existing GTM strategy
- Identified critical gaps in product strategy and organizational commercial readiness
- Delivered a high-level, cross-functional commercialization roadmap that highlighted key prioritized initiatives
- Established TMO governance model to drive execution and alignment

KPIs

- Alignment achieved across core commercial functions on GTM strategy
- Defined high-level commercialization roadmap covering 12 to 36-month horizon
- Gained executive buy-in to initiate the TMO
- Prioritized key strategic gaps impacting launch readiness

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