

FIVE IMPERATIVES FOR STRATEGIC AND OPERATIONAL EXCELLENCE

2 STRUCTURE AND ROLES

Why Is It Important?

The organisational structure establishes the interfaces between the functional areas and the framework for how people work together. By optimising structure and clarifying roles, leaders will empower teams to execute the strategy.

What Does Good Look Like?

An effective structure consists of three main elements:

- Defined roles with clear responsibilities
- Influential leadership
- Allocation of budget and resources

In practice this means that each team must have a collective balance of responsibilities and expertise that equips them to make decisions within their mandate. The team must be led or supported by an individual with sufficient influence within an organisation to ensure issues or roadblocks can be effectively addressed. It should also have control of, or rapid access to, the budget and resources it needs to deliver priority activities.

Example: A pharmaceutical company's new corporate strategy focused on accessing increased innovation, but the company lacked an optimal external innovation approach. After aligning on a clear focus for external innovation, the Executive Committee approved a new resourcing model, including clear roles and responsibilities, and increased investments. The global external innovation team is now enriching the pipeline.

Embedding Strategic and Operational Excellence

Leaders of strategically and operationally excellent pharmaceutical and biotech organisations deliver on identified priorities by developing fit-for-purpose organisations and engaged workforces. Novasecta supports leaders across the sector to embed these characteristics. Together we clarify their strategic focus and reshape their organisations to improve performance. Strategic and operational excellence is the essential platform on which to build valuable R&D pipelines, create sustainable profitability and meet patients' needs.

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