

# FIVE IMPERATIVES FOR STRATEGIC AND OPERATIONAL EXCELLENCE

## 1 STRATEGIC FOCUS

### Why Is It Important

A well understood and clearly communicated strategic focus is the most important step towards strategic and operational excellence. It defines a clear ambition and the priorities needed to achieve it to guide decision-making and execution of key activities.

People must be able to see the link between their work and the overall direction of the organisation. This empowers teams and builds trust at all levels of the organisation.

### What Does Good Look Like?

An effective strategic focus defines a clear ambition and the priorities needed to achieve it. This will guide the decision-making and activity of teams and individuals, while clarifying the value they deliver to the organisation and its stakeholders. The strategic focus should be communicated effectively and continuously to ensure ongoing alignment between teams and individuals.

**Example:** Following a restructure of a pharmaceutical company's R&D organisation, a new therapeutic area team required a clear focus to maximise its value for the organisation. Through a structured framework, the team aligned on its role and portfolio strategy. This empowered the new team to take the actions needed to maximise the value of its portfolio, enriching the pipeline with new assets.

### 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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