

FIVE IMPERATIVES FOR STRATEGIC AND OPERATIONAL EXCELLENCE

4 CAPABILITIES AND INFRASTRUCTURE

Why Is It Important?

Pharmaceutical companies must access the capabilities and infrastructure required to deliver on their strategic focus. Leaders must consider the merits of internal capability development versus outsourcing to external companies.

What Does Good Look Like?

Leaders must consider the relative merits of internal capability development versus outsourcing. Building internal capabilities and infrastructure enables greater control and retains knowledge and skills within the organisation, although this approach may take significant time and effort. In contrast, outsourcing can be a more cost effective, flexible, and faster way to access required knowledge and skills. It has the advantage of providing an external perspective which can incorporate learnings from other organisations, but outsourcing partners need to be closely managed to ensure effective delivery.

Example: A leading diagnostics company needed a tender management strategy to maximise the value of a portfolio of products in a range of countries. The company implemented an effective approach to tender management across a wide range of affiliates. There is now better visibility and control of price evolution, while proactive engagement with purchasers is reshaping the commercial approach for existing and new products.

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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