

YOUR PARTNER IN CORPORATE TRANSFORMATION



We work with leadership teams in pharma companies to deliver corporate transformations. We recently supported the transformation of a pharma company to realise significant value from an acquisition and deliver successfully in a new therapeutic area. Our ongoing support continues to enable the growth of the business. Key steps we focussed on include:



Establishing a new R&D organisation

A clearly defined R&D leadership team and a capability assessment of all the levels of the R&D organisation, including:

- A streamlined leadership team with the key functional leaders reporting to the head of R&D
- An updated leadership structure for the CMC function
- An assessment of the capabilities of the R&D organisation, including an analysis of the strengths and weaknesses of the main functions and an evaluation of line manager and employee skills
- A culture of trust, empowering teams to drive the organisation's evolution



Strengthening R&D governance

An integrated governance structure for the leadership team managing the portfolio, the development teams leading the projects and the operational teams delivering asset clinical development, each with defined attendees and roles in decision-making for delivering the required outputs, including:

- A clearly defined vision and objectives at the portfolio and the project level
- A focussed project team composition to drive agile delivery, with:
 - Project Leaders: the single point of accountability for the project
 - Project Directors: the enabler of delivery of the project strategy
 - Functional representatives: the right people involved at the right time
- The efficient involvement of senior management in decision-making



Evolving the Medical Affairs function

Defined decision-making and accountability for the global, regional, and local Medical Affairs teams, covering evidence generation, medical communication, and medical education, including:

- Global teams that focus on strategy, leveraging feedback from local and regional teams
- Regional teams that act as a bridge between local and global teams
- Local teams that are empowered to execute the global strategy

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Supporting the development of the CMC function

A clear plan for evolving the CMC team to enable them to deliver a portfolio of products in the new therapeutic area, including:

- An increased focus on agility to respond quickly and innovatively to new requests, and strive to never impact a project's critical development timeline
- A plan to upgrade capabilities to enable the internal manufacture of drug product for clinical trials, rather than relying only on outsourcing



Identifying areas for improvement in Commercial Manufacturing

A leadership team committed to building internal expertise and reducing the use of external consultants, and proactively managing the evolution of the Quality Operations team, including:

- A plan to internalise expertise to enable the removal of external consultants and to optimise the management of and value delivered from CDMOs
- A plan for new leadership and ways of working to drive the efficiency required of the Quality Operations team to manage an increasing workload and integrate with the wider business

Conclusion

Pharmaceutical companies need to continually evolve organisational structures, governance and ways of working to ensure they are maximising the value of their organisation. Novasecta supports pharmaceutical leaders through the delivery of successful corporate transformations. Please contact Andrew Bell at abell@novasecta.com or John Gregson at jgregson@novasecta.com to discuss how we could support you.