

Case Study: Global Roll-out of Bioscience Technical Operations Strategy

The Ask:

As a \$30B spin-off company from its parent, this new bioscience organization had a global operations network that was not aligned to a common strategy. The desire of the new Head of Technical Operations was to have the various site organizations amalgamated into a single organization, operating to one business strategy and one set of business processes. The company also had ambitious plans for product launches and operational cost reduction.

The Approach:

Primecore split up the assignment into a portfolio of programs, with each supporting a specific functional area within Technical Operations:

- **Vaccine Franchise:** Perform a feasibility study to establish the viability of a European based manufacturing operation supporting the launch of a new vaccine product into the US market.
- **Global Manufacturing:** Development of a global operations strategy to underpin all future investment decisions in support of the product portfolio. Deployment of the developed strategy to its network of manufacturing sites; both in-house and contracted manufacturing. The network consisted of over 25 sites to support biologics manufacturing.
- **Product Development:** Piloting of a governance business process to be utilized for new product launches.
- **Capital Projects:** Development and roll out of standardized business processes to manage the capital portfolio (Strategic and Non-Strategic) and individual capital projects.
- **Operations Finance:** Design and roll out of a standardized cost accounting process across the network of sites.

Outcomes:

Overall, Technical Operations became strategically aligned within itself and with the overall corporate strategy. The development of global operations strategy and deployment of business processes allowed for consistency in decision making and governance.

Specifically of note:

- After evaluation, the company found that launching the vaccine product into the US was not feasible based on cost and timing and instead divested the division for \$600M.
- A set of guiding principles for Technical Operations were established and approved which would underpin future strategic decisions.
- Each of the manufacturing sites were given a set of time bound objectives which would then be deployed through their local portfolio management process.
- Piloting the governance process resulted in the successful launch of two innovative products with unique therapeutic benefit and the decision to adopt the approach for all product launch programs.
- Capital investment was fully aligned with the business strategy; the capital spend was significantly reduced and both the capital portfolio and individual projects were brought under full control.
- Standardized cost accounting was rolled out across the network of sites.

The Client company was acquired by a company of similar size; Primecore was retained to roll out the processes for the larger operation.

