

## ***Case Study: Realizing Asset Full Potential through Operations Best Practices***

### **The Ask:**

The company, a leading Gene Therapy organization, had a significant pipeline of high potential pre-clinical and clinical assets. While the assets were mature from a research perspective, they had not yet realized their potential and did not have the infrastructure to do so. The objective was to develop and deploy a complete Technical Operations strategy which would enable the full potential of their assets, in an optimum timeline and working within the financial constraints of a start-up.

### **The Approach:**

Primecore implemented 'best practices' in the areas of operational strategy development, deployment, and then delivery with strategic portfolio & program management. The key objectives were to increase process development and clinical manufacturing to enable scale up and commercialization as well as increase research capacity for pre-clinical assets.

- Primecore focused on ensuring that the enabling programs had the appropriate architecture and where necessary addressed gaps in program and subprogram/project leadership.
- Each product was analyzed, and a strategy was developed appropriate to its lifecycle maturity.
- Enabling subprograms were identified to develop in-house capacity. Where capability gaps were identified, Primecore provided appropriate Subject Matter expertise.
- The strategic goals and requirements were then translated into actionable programs and an operational plan.
- Program management was deployed to realize the strategic benefits. This included:
  - Chartering and implementing effective governance
  - Development of program level End User Requirement Briefs for each program.
  - Establishing the appropriate architecture for each sub programs and
  - A strong focus on early and detailed program planning.
  - Robust execution planning with clarity of roles, responsibilities and communication; and strong schedule, risk and cost management.

### **Outcomes:**

The client experienced strong program governance, leadership, and control of their strategic programs. With their near-term strategic plan defined, they were then able to shift focus to longer term needs for Operations. Through this initiative, the goals were met to ensure their assets could realize their full potential – research capacity increased by 500%, programs were outsourced to meet timelines while others were scaled up, and the campus was expanded to meet required growth. A five-year capital plan was also rolled out for Research, Technology, and Manufacturing.

*"I have engaged Primecore to support a number of strategically important initiatives for our enterprise. These engagements have varied across a spectrum of efforts... The feedback from my team on Primecore is consistent; they deliver high value for money"*

**-Client Chief Operations Officer (COO)**

