

Case Study: Revamping Launch Programs for Biotech Products

The Ask:

An effective governance process is an opportunity to hold individual team members accountable and establish clear expectations for objectives, scope and timelines. Individuals, when given clear accountability, will generally rise to the challenge, particularly when they are given the appropriate recognition for their achievements. The client, a global biologics company, wanted a more effective product launch program which would meet the company's new product introductions commitments. The existing processes were unwieldy with complex communications and unclear accountabilities.

The Approach:

Primecore's approach moved away from the existing which was overseen by a series of overlapping committees to one which was governed around clear point contact accountabilities.

- The new approach broke the program into a series of discrete workstreams (projects) each with its own charter. The charter clearly outlined leadership, success criteria, key milestones, and risk assumptions. Each charter was signed by the appropriate leaders and formed the basis of their commitment (contract) to the overall program.
- The monthly governance meetings consisted of the program leadership and individual project leaders presenting against their approved charters. These meetings also provided the forum to raise significant issues and key decisions which arose over the previous period. Due to the structured format and clear charters, the meetings were no more than 30 minutes.

Outcomes:

The client experienced a complete turnaround with their launch programs. The move from a committee-based approach to point accountability was initially uncomfortable for the individual project leaders but this quickly changed as the individual leaders rose to the challenge and enjoyed the recognition that they were receiving from executive governance (up to the CEO level at times).

