

# Case | Strategy | Biopharmaceutical Company

## Accelerated strategy build-up for global biopharmaceutical company

### Situation

A global biopharmaceutical company had recently onboarded majority of its executive management team, including the CEO. Due to limited progress in strategy development efforts, an accelerated and structured strategy process was required in order to present a new strategy for the Board of Directors within four weeks. In parallel, a clear and compelling strategy and equity story was required as part of an ongoing IPO-process

### Challenges



#### Strategic Direction

- Accelerated onboarding and alignment of **strategic direction** and **key priorities** required across new executive management team
- **Aspiration, strategic intent and financial targets** not clearly articulated



#### Focus & Alignment

- Extensive and **unfocused portfolio** of long-tail initiatives
- **Strategic initiatives not calibrated with strategic objectives** and financial targets

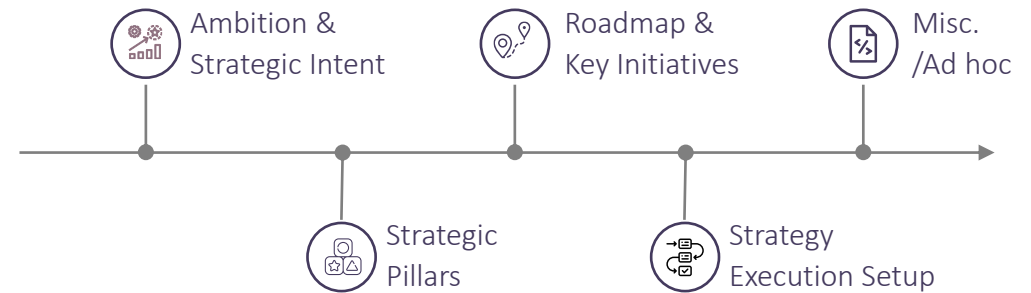


#### Strategy Execution

- **Approach for prioritizing and executing strategic initiatives inconsistent** across the organization
- **Critical resource constraints** related to specific and scarce capabilities

### Approach

An accelerated strategy process comprised by a series of fast-paced workshops over a four-week period:



### Benefits

- **Clear strategy based on four strategic pillars** providing strategic direction and optimal allocation of funding and resources
- **Strategic focus areas distilled** to further accelerate and steer near-term strategy execution
- **Aligned and prioritized portfolio of key strategic initiatives** to realize ambitious growth targets
- **Strategy execution setup defined** to effectively drive the execution of strategic initiatives
- **Concise and compelling strategy and equity story** supporting the ongoing IPO-process