

# Operational Excellence Services

Biopharmaceutical firms are faced with huge challenges as they commercialize their drug discoveries. Daunting technical challenges, complex regulatory requirements, and the need to invest significant capital before the success of a drug is in-hand dramatically raise the level of internal risk. Adding to the challenge is the inherently multidisciplinary array of skills required to commercialize biopharmaceuticals. Converge Consulting is dedicated to helping clients turn business strategies into effective operational processes. While you focus on your core capabilities of scientific and technical excellence, we can help you develop and implement effective business procedures to bring product to market, ensure supply, maintain compliance, scale the business, and accelerate top line growth.

## Reliable Execution

As regulatory requirements grow increasingly stringent, operational consistency and reliability can have a great impact on compliance. Additionally, the effective management of operations over and above GMP requirements, in areas such as Product Launch, Tech Transfer, Change Control, Supply Planning and Materials Management, is crucial to meeting timelines and maintaining quality.

Successful development, launch, and sustainable supply depend upon bridging knowledge and skills across virtually all corporate functions. Groups as disparate as Process Development, Quality, Manufacturing, Materials Sourcing, Marketing, and Finance must work together as teams. We work with your organization to manage critical processes the way work is actually performed: across traditional functional boundaries, and across the supply network.

## Sustainable Growth

For many commercial protein therapies, demand outstrips the ability to bring product to market. Biopharmaceutical firms are faced with constraints in critical production capacity, skilled resources, and financial capital, all of which can limit the company's ability to capitalize on commercial opportunities.

Converge designs and implements the organizational, business process, partnership, and technology enablers that can directly

support your rapid growth by transferring knowledge, harmonizing practices, and accelerating the ramp up of new employees. These techniques also increase organizational flexibility, and support a collaborative culture that allows your organization to scale.

## Business Value

It is not so much the quality of your strategies but rather of your execution that ultimately generates value. The key is to ensure that operations stay tightly aligned with your business strategies, even as those strategies continue to evolve. We keep your team focused on managing and improving execution over time in areas that are crucial to the achievement of those strategies. A focus on Operational Excellence builds value by enhancing your ability to execute, enabling you to compete more quickly, and ultimately accelerating both revenue and profitability.

## Our Services

We work either independently or in a facilitative role through our clients in areas including:

- Best Practice Business Process Design
- Lean and Six-Sigma Improvement Projects and Programs
- Business Process Management & Performance Improvement

*Converge Consulting serves the Life Sciences industry with strategy, operations, and execution expertise. We collaborate with biotech, pharmaceutical and cell/gene therapy companies to achieve important business objectives. The Converge approach focuses on bridging the gap between sound strategy and reliable execution. [www.convergeconsulting.com](http://www.convergeconsulting.com)*

## Representative Engagements

### Business Strategy



**When a leading global pharmaceutical company restructured to support dramatic growth and increased operational complexity**, Converge provided leadership to define organizational strategies, roles, and metrics. The results established a new functional group to manage commercial operations across their distributed global supply network.

**When a leading F100 manufacturer was integrating numerous global acquisitions**, we provided competitive analysis and advised the Global Leadership Team through a restructuring leading to the creation of market-focused global business units. Our practitioners developed the supporting organizational model, operational strategies, and IT architecture aligned with business direction, and defined operational initiatives for implementation.

**When a leading biotechnology industry organization was refocusing on the future needs of the industry**, Converge provided long-range strategic planning and advisory support to the President and Executive Board.

### Operational Excellence



**When a leading biopharmaceutical company needed to change working methods to reflect a new focus and structure**, Converge conducted a business process redesign program to quickly and effectively align global business processes with the new organization.

**When a biopharmaceutical company wanted to reduce excessive cycle times for supplying their innovative therapeutics to market**, Converge Consulting designed a sustainable program of “Hunting Party” teams to uncover reduction opportunities. Converge led the teams through an analysis of supply and dispositioning processes, and developed operational improvements across multiple functions and supply chain partners leading to over 30% reduction in cycle times.