

Scaling & Sustaining Commercial Growth

As life science companies advance beyond the first launch of commercial products, strategic focus shifts to expanding the business, regulatory and geographic reach of their treatments. Global market expansion, label expansion, and further pipeline development create more opportunities and are pursued in parallel as quickly as possible.

The initial supply and operating infrastructure established to launch is often inadequate to support and sustain growth over time. Growing biopharmaceutical companies must look to close the gaps in foundational tools and processes, while scaling their business and managing the added complexity.

Finishing the Foundation

Emerging companies operating with limited resources typically develop basic supply and manufacturing processes, procedures, and networks for their first commercial launch(es).

Post launch, these newly commercial firms must complete their foundation by closing any remaining compliance, operational, and information gaps. Adding alternate suppliers, refining CMO/vendor management, evaluating redundant capacity, and contingency planning can all help to enhance compliance, reduce risk, and ensure reliable supply for patients.

Some companies also discover that their launch partners are not a fit for long term growth, and must reevaluate or renegotiate the relationships as a result. Our team of experienced practitioners can help identify those remaining gaps, and establish processes, procedures, and tools to improve reliability in your commercial supply.

Scaling the Business

After the initial product launch, commercial focus also shifts to growth through new market and/or label expansions, and new product introductions. The number and size of manufacturing batches, fill/finish, and packaging runs increases across the supply chain, along with corresponding testing, batch/run release processes and documentation.

Success depends on your ability to accommodate this additional operational activity through organizational, business process and IT systems changes. Converge helps companies scale up with cross-functional strategies and expertise in technical execution to identify and implement solutions for managing growing supply and operations activities.

Managing Complexity

As a company scales, complexity also grows. Geographic market expansion drives an increase in SKUs and packaging configurations, along with a need for broader supply and distribution network reach. Label expansions often bring additional dosage forms and points of care.

Pipeline growth and new product launches can require managing entirely new supply chains, each with multiple partners that need to work effectively and efficiently, in parallel with an exponential increase in the number of operational and manufacturing partner nodes, activities, transactions, and points of contact.

Quickly growing companies often find that the manual processes and face-to-face approaches that worked when the company was smaller begin to break down. Business processes, organizational and functional designs, and information systems must be redesigned to handle multiple products, indications, and regions.

We work with clients to manage this growing complexity by enhancing Operational Excellence across the organization. Standardizing materials and vendors/partners, simplifying business processes, and reengineering through Lean and Six Sigma techniques, improve operational efficiencies and enable companies to make more informed capital investment decisions.

Our Services

Our consultants work independently and/or as advisor to client teams. Areas of support for establishing and sustaining growth include:

- Operating Model Visioning & Functional Strategies
- Operational Excellence Programs & Projects
- Business Process Design & Redesign
- PMO & Program/Project Management
- IT Systems Strategy & Roadmaps
- Clinical/Commercial Operations & Supply
- CMC Projects & Program Oversight
- Supply Chain Planning & Analytics
- Technical & IT Project Management

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