

Case Example | Organizational Realignment and Design

Realigning a European regional support organization to enable profitable growth of country operating companies and avoid duplication of effort with Global HQ.

BACKGROUND & CONTEXT

- International arm of a US-based pharma company, based in Switzerland
- International commercial operations, responsible for supporting affiliate companies, was tasked with new work, including launch of major new product
- Roles of Global HQ and International Operations overlapped causing confusion
- New head of commercial operations appointed
- Pressure to reassess the role, tasks, operating model and structure and reconfigure to meet future needs of affiliates

MEASURES

- New definition of the role of commercial operations
- Priority activities defined for next 18 months with detailed implementation action steps
- New initiatives added (e.g. SFE) and low priority ones discontinued
- New vision, mission and operating principles developed
- Clarified roles and interfaces with Global and International – overlaps resolved
- Organizational structure re-designed and individual roles defined and assigned

RESULTS

- Operating mandate agreed by affiliate heads & Global HQ
- Priority activities resourced to ensure success – number of people, right competencies
- New structure: clear interfaces with affiliates and Global HQ
- New product launch process adopted as global template
- Improved best-practice sharing meetings well received by delegates

HUMATICA APPROACH

- Extensive interview program among senior managers to understand current perception of commercial organization and areas for improvement
- Face-to-face, telephone and on-line survey conducted to define future business support needs of affiliates and priority support activities
- Workshops conducted to review results, agree priority activities, and define new vision, mission and operating principles
- Designed new organization to launch new product and improve operational effectiveness of current activities, matching existing talent with new tasks

