

Case Study:

Slipping Timelines + Team Discord

By:
ARANEAE
CONSULTING

Problem to Solve

A Fortune 100 Pharma company had acquired a mid-size Pharma company, and the integrated team was driving towards IND submission. The submission timeline kept slipping by weeks at a time, and there was a great deal of contention within the team. The project lead was on a "tour of duty" rotation and thus had no knowledge of the team, the asset, or the product development needs at that stage of the life cycle.

Araneae Consulting was retained 6-month contract to help project manage their IND submission. During that time, Lucia worked with a team of approximately 40 people across 6 different functions, with a mix of individuals from the F100 and the acquired company.

Approach and Discovery

- The physician innovator of the asset, from the mid-size company, was particularly difficult. Arranged a 30-minute meeting to understand his perspective. The meeting ran 2 hours, and it became apparent that between his status and demeanor, people were reluctant to engage with him.
- Spoke frankly and asked probing questions, giving a him sense of being heard and understood.
- Recognized the potential for discrepancy in his understanding of the product development process vs that of the F100 company.
- On investigation, discovered that a Big 5 Consulting Company had done the merger, and had assigned which company's process would be followed based on the maturity of the asset - this one had fallen through the cracks.
- Determined that the team was following two completely different SOPs, yet no one had noticed.

Solution & Outcome

- The misalignment of process was brought to the attention of the team and project lead, who collectively decided which SOP would be followed.
- The timeline stopped slipping, the source of aggravation within the team was eliminated, and the physician innovator's demeanor improved considerably.

Contact Lucia via email at lucia@araneaeconsulting.com to get solutions now, or learn more by visiting www.araneaeconsulting.com.