

# Case Study: Slipping Timelines + Team Discord

By:  
**ARANEA 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](mailto:lucia@araneaeconsulting.com) to get solutions now, or learn more by visiting [www.araneaeconsulting.com](http://www.araneaeconsulting.com).

# Case Study: Failed Roll-Out to Medical Affairs Team

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## Problem to Solve

A Fortune 200 Pharma company wanted to bolster enrollment in a multisite global clinical trial, however not all Medical Affairs teams were amenable to the approach the leadership team was taking. The Sponsor had already designed the deck for presentation to physicians, but the teams were making their own modifications and misunderstanding the rollout objective.

Araneae Consulting was retained to determine the source of the resistance and find a solution that incorporated the input and concerns of the Medical Affairs teams while still achieving the overall objectives of the leadership team.

## Approach and Discovery

- Engaged the key stakeholders in each team to investigate the cause of the recalcitrant response.
- Determined that the company had neglected to factor in important geographic differences in physician culture.
- Gathered input on each team on the most effective communication strategies based on their geography

## Solution & Outcome

- Married the communication strategy with the big-picture objective of the Senior Leadership to develop a presentation that would achieve the original mission of the enrollment initiative, but in a way effective and sensitive to geographic differences.
- Gained buy-in from senior leadership to deviate from the original deck on a case-by case basis
- Enrollment initiative successfully rolled out globally with customized decks.
- Medical Affairs teams felt respected and heard, and through their input more effective decks were created.

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# Case Study: Failure to Enroll

By:  
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## Problem to Solve

A clinical trial for a diagnostics company was failing to hit enrollment targets (by a lot). The Sponsor's hypothesis was that more effective study marketing tailored to each geography was the best solution to increase enrollment.

Araneae Consulting was retained to investigate the most effective clinical study marketing strategy to bolster patient enrollment at 20 study sites.

## Approach and Discovery

- Reached out to the sites as requested, but most of the clinical study managers were uncooperative and reluctant to communicate. Persuaded study managers to engage in conversation through persistent outreach.
- Determined that the Clinical Research Organization (CRO) retained by the Sponsor to conduct the clinical trial had completely botched the site initiation and the study managers didn't understand key operational aspects of the trial. This, along with unresponsiveness of the CRO and lack of Sponsor oversight led to site disengagement.
- Conducted an analysis of each of the study sites to understand the scope of the problem and determine which sites required the most relationship repair.
- Gathered requested study marketing recommendations (after all, this was the original assignment).

## Solution & Outcome

- Provided Sponsor with the requested study marketing intel, but additionally informed them that their core issue was with their CRO, not patient recruitment. Advised that CRO should either repeat the site initiation, or Sponsor should find a new CRO.
- Recommended that even when outsourcing to a CRO, Sponsor face-time with the sites was still key to engagement and therefore enrollment, especially for a handful of sites that needed a higher-touch approach.
- The Sponsor improved their communication with the sites and the CRO, and as a result the sites were better positioned to enroll patients.